



State of Colorado

Statewide Portal Plan

(Response to Senate Bill 03-336)

**Version 1.0
April 16, 2004**

**Commission on Information Management and
Governor's Office of Innovation and Technology**

Revision History

Version 1.0 Adopted Commission on Information Management 04-16-04

Executive Summary

A statewide portal is a website which provides a suite of commonly used services, serving as a starting point and frequent gateway of access to State provided information and services. A statewide portal enables one-stop customer service, in-person, over the phone, and via the web. This document provides a detailed plan to expand and enhance Colorado's statewide portal, currently available at www.colorado.gov.

The Colorado legislature passed Senate Bill 03-336 asking the Governor's Commission on Information Management to create a plan to expand and enhance the existing statewide portal. This document summarizes the process used to evaluate statewide portal efforts (both Colorado's and others), identifies the critical success factors for statewide portals, and provides a detailed, success oriented portal plan for the Colorado's statewide portal initiative.

Currently the State of Colorado supports and maintains over 200 different websites¹. These websites are department, agency, and sometimes service specific in their scope and presentation. No formal mechanism exists to standardize the look of these sites. This makes it difficult for users to have confidence that the website they are interacting with is a state entity. The statewide portal initiative seeks to improve this situation by creating a portal to focus user interactions with the State. In this way the State can provide a consistent interface to users, that is easily recognizable, secure, and more operationally efficient. The outside-in, user centric design approach will be used to integrate services and present them in logical combination to the user, even if the individual component services are provided by multiple government organizations.

The critical success factors for a sustainable statewide portal are **governance and funding**. Without these elements, portals fail. The governance structure for a statewide portal must be an efficient decision making body, that fully represents the organizations which participate in the portal by providing information and services via the portal. The second critical factor is funding. Funding must be long-term and sustaining. Successful portals have multiyear spending authority and the ability to reinvest funds gained through service delivery. The reinvested funds are used to continue the build-out of future applications driven by user demand.

Statewide portals are most successful when they enable **maximum participation** from state, county, and municipal governments, and are operated using commercial business practices. This 'Build Once – Use Many' philosophy maximizes the investment leverage provided by the portal.

¹ Appendix B – Colorado Website Inventory

Research shows that a statewide portal cannot be successful without **legislative action**. Legislation is required to establish a permanent portal that participants can rely on long-term. Without this permanence, no entity will place the portal services in the critical path for delivery of their services. Executive orders have been used successfully to spur immediate progress, but have proven insufficient in creating long-term, sustainable portal success. Legislation is required to provide permanence for both governance and funding.

The Colorado statewide portal plan has four major phases. These phases are:

- 1) Policy
- 2) Infrastructure Construction
- 3) Market Analysis and Needs Assessment
- 4) Service Construction

The first phase is **policy making**. Senate Bill 03-336 requires a portal plan to be created, but does not assign responsibility, authority, or funding for the construction and operation of the statewide portal. The policy making phase must clearly establish the governance for the state portal, the funding and spending authority, as well as the ability to set and collect fees. These policies may be executed through Executive Orders, or via legislation.

The second phase is **infrastructure construction**. The basic infrastructure components of all portals are: web hosting infrastructure, security, and a suite of services (search, directory, access, content management, service integration etc.). These portal services are the services that provide the greatest opportunity for leverage across all the State's web sites. The portal provides a single gateway of access to state information and services. Security and intrusion detection can be focused on this gateway to quickly recognize anomalies and respond appropriately. In this way, a hacker who is attempting to access State systems can be recognized and access denied at a single point, protecting all portal participants. Without this centralization of access, the hacker would simply move to another department's web presence and initiate another attack, until he is discovered by that entity. This is a critical area of vulnerability for the State in its current web posture. Recognizing this, the Governor directed federal funds to accelerate the second phase of the portal plan.

The third phase is detailed **market analysis and needs assessment**. Using the outside-in design approach, user community surveys are used to assess market opportunities. This needs assessment will provide the basis on which to segment the constituency into logical sub-groups with common needs (e.g. Businesses, Individuals, State Employees, etc.). Once segregated, the portal initiative can easily discover and prioritize each group's needs and the value to them of satisfying those needs. Some states have focused on individual's desires to renew their driver's licenses and vehicle registrations online. Other states have discovered that the business community's highest priority was an integrated tax payment gateway where business could pay their sales, liquor, and unemployment insurance taxes in a single online payment. We must use the surveys to identify the needs of the Colorado constituents, and then prioritize implementation based on these findings. The output of the third phase is a prioritized list of applications from the users perspective.

The fourth phase is service construction. Actual construction of the applications identified in phase three will proceed after the business case for each application has been created. In many cases, the most valuable portal applications require the logical integration of services provided by different governmental entities. In an integrated business tax example, this requires the integration of three governmental applications into a single user transaction. If all three applications are already available via individual websites this integration is easy, otherwise, development efforts may be required both by the governmental entity and the portal to bring this integrated service to the users.

It is the duty of the governing board to continually balance the needs of the users against the availability of services from government departments. They will determine the sequence in which services will be brought to market via the portal.

The third and fourth phases of the portal initiative will continue to iterate on approximately an annual basis. This process of continual refinement is a proven way to maintain a tight connection with the users and to manage the next increment of construction.

The Senate Bill 336 established a baseline schedule of activities for the portal initiative:

FY 2003-2004 Create Portal Plan and present to legislature

FY 2004-2005 Phase I Policy - Legislative Action in 2005 session

FY 2005-2006 Phase II Infrastructure Construction Begins

Phase III and Phase IV – Market Analysis and Service Construction

Initial portal services available late in calendar year 2005 at the earliest.

This schedule does not adequately address current needs of the state for increased electronic security and rationalization of the existing 200 websites in a suitable timeframe. The IMC recognizes this situation and has developed the following accelerated schedule:

FY 2003-2004 Create Portal Plan, deliver by April 1.

Phase I Policy – Legislative Action in 2004 session

Phase II – Infrastructure Construction Begins

FY 2004-2005 Phase III and Phase IV – Market Analysis and Service Construction

Initial portal services available late calendar year 2004.

The accelerated schedule provides improved services to constituents fully one year earlier than the baseline SB336 schedule would allow.

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1.0 Purpose

This document presents the State of Colorado's plan to implement a statewide portal in satisfaction of Senate Bill 03-336 (CRS 24-37.5-203.5).

2.0 Background

Governor Owens signed Senate Bill 03-336 into law on June 15, 2003. This bill became CRS 24-37.5-203.5, it tasks the Governor's Commission on Information Management to adopt and present a plan for a statewide portal plan on or before July 1, 2004. The Governor's Office of Innovation and Technology provided the expertise and staff to create the statewide portal plan and this document.

A statewide portal is a website which provides a suite of commonly used services, serving as a starting point and frequent gateway of access to State provided information and services. Figure 1 – Portal, graphically represents the role of a portal in web interactions.

A statewide portal enables one-stop customer service, in-person, over the phone and via the web. Telephone customer service representatives assisting a constituent can use the portal to assist the constituent accessing any service that is available via the portal. The user chooses the channel (in-person, over the phone, via the web), and the portal assists by maximizing the services available through that channel.

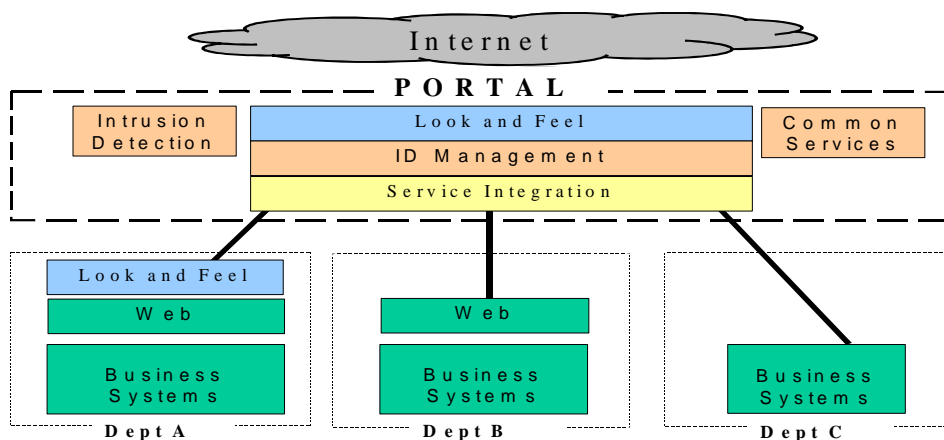


Figure 1 – Portal

The portal owns the customer interface and user experience, providing a common look-and-feel to applications and content created by a distributed set of authors. Generic services that are typically included in a portal include directory and search services, security and access services, and integration services. These are services that benefit from economies of scale and can be built once and used many times – Build Once, Use Many.

This document provides a detailed plan to expand and enhance Colorado's statewide portal, currently available at www.colorado.gov.

3.0 Process

The Governor's Office of Innovation and Technology reviewed Colorado's existing portal initiative, as well as similar initiatives in other states. This review included an extensive document search and personal interviews with both government and vendor participants in these efforts. An extensive body of knowledge exists relative to statewide portal efforts, some dating back over 6 years. This allows the Colorado statewide portal initiative to sharpshoot the successful efforts in other states and avoid their costly mistakes.

The Governor's Office of Innovation and Technology (OIT) reviewed the state of Colorado's existing portal initiative, including, the Executive Order that led to its creation, the governance and funding structure, and the ongoing support and maintenance. Colorado's experience was then compared to those in other states.

Several national surveys review state portals and state web initiatives from various perspectives, these include the Center for Digital Government's Digital States Survey, *Government Technology's* "Best of the Web", and Brown University's/Taubman School Study. The award and survey results provide a starting point for evaluation of state portal initiatives. States evaluated for this effort included: Washington, California, Minnesota, Wisconsin, Michigan, Illinois, Kansas, Massachusetts, Tennessee, Indiana, Arizona and Texas.

An enterprise portal initiative, like that contemplated in Colorado, maximizes the opportunity to leverage the development and operation of a portal to provide the greatest benefit at the lowest cost. Few state portals are enterprise initiatives. Colorado is uniquely positioned to succeed in its enterprise portal initiative because we can leverage the success paths forged by others. In this way, we can avoid the costly pitfalls and false starts others have experienced and move forward down a proven success path with certainty.

Arizona is the prime example of a long-term portal success. Strong legislative action and support, combined with effective benefit sharing, and performance-based contracting have been a key to Arizona's success (Arizona@YourService). Michigan is most representative of a fast moving portal initiative that moved the furthest the fastest. Michigan led with a series of Governor's Executive Orders. Texas is the best example of an external authority being created to operate the statewide portal initiative (TexasOnline). Texas also uses benefit-sharing performance-based contracting.

Commercial vendors who provided products and services to develop or support these initiatives were included in the evaluation process. Most of these initiatives started as department portal initiatives or as web development efforts and expanded to provide more portal services. Colorado's portal initiative is unique in taking an enterprise portal

perspective from the beginning. The enterprise perspective maximizes the leverage the portal provides across the entire State government as an enterprise, providing the greatest benefit at the lowest cost.

Many aspects of a portal initiative are easily leveraged across a broad set of service providers (e.g. departments, agencies, cities and counties). These include the generic, commodity services which all websites wish to provide. These are the obvious infrastructure services targeted for development and delivery by the portal. This avoids the costly alternative of redundantly developing these services by each department. Examples of services include: search and directory services, security and access services, and integration services.

4.0 Key Success Factors

Five factors have been identified as key success factors for statewide portal initiatives:

- Governance
- Funding
- Applications
- Technology
- User Need / User Acceptance

Of these, two are key to the success of Colorado's statewide portal initiative: governance and funding.

Governance

Portal governance is critical to the portal initiative's success. The decision-making process by which services are proposed, evaluated, prioritized, and resources applied, must fully represent the entities participating in the initiative. The decisions made within the governance body must be fully embraced and supported by those who are represented and participate in the portal initiative. The governance model must be sustainable long-term.

The State of Colorado's statewide portal can benefit all branches of state government (executive, judicial, legislative), other elected officials (e.g. Attorney General, Secretary of State, Lt. Governor), and sub-politicals (cities and counties). The governance structure must provide adequate representation of each of these interested entities to maximize the leverage provided by a statewide portal.

The prioritization of services to be provided via the portal is the primary activity taken on by the governing board. Long-term business case evaluation has a proven track record in providing the basis for effective service prioritization. There are several examples where state governments have successfully partnered with commercial vendors to identify opportunities, prioritize them, and execute on them. Baseline adoption rates and service pricing exist in other states. This information provides a baseline of comparison for

Colorado's initiative. This will benefit the Colorado statewide portal initiative by increasing the accuracy of market adoption assumptions used in our business cases.

The Colorado statewide portal initiative must partner with a commercial vendor that is skilled in the development of business cases that include online service development, pricing and marketing.

Funding

Funding is the second critical success factor for Colorado's statewide portal initiative. The portal must be able to invest dollars earned and saved in one year, in future years. The funding must also clearly provide for the permanence of the portal. Without both these critical funding elements the portal is doomed to be a one-time build, becoming stale in 3-4 years, and/or to have a low adoption rate of the services provided.

A sustainable funding model, where dollars saved and earned in one year can be invested in successive years, has proven to be a key element in successful state portal initiatives. In Colorado, two alternatives exist for the management of this kind of fund.

The first alternative is to establish a government-managed fund. This requires legislative action to create the fund along with the authority to assess and collect the fees that go into the fund and the authority to disburse funds. This can be created via a specialized capital fund (e.g. Highway Users Trust Fund), or through the creation of an authority or enterprise depending upon the Tabor impacts desired. This is the most cost effective operation and is the recommended alternative for the Colorado portal initiative.

The second alternative is to contractually require a vendor to manage the collection of fees generated via the portal and to reinvest those fees in future enhancement and expansion. This has been successfully accomplished in other states, but may not be viable in Colorado.

The State of Colorado's portal initiative should establish an enterprise or authority to manage the portal fund and resources in the most fiscally responsible manner possible.

A base level of funding that provides permanence to the portal entity is also necessary so agencies can confidently place the portal in the critical path of delivery of the agencies services. Arizona provided this funding through legislation allocating 0.15% of each department's payroll to the portal entity annually. Colorado needs to establish a permanent funding stream to ensure the portal's long -term viability.

Applications

Success or failure of the statewide portal initiative is not dependant upon the first applications selected. Those applications with the greatest reach, touching the largest percentage of the constituency the most frequently, are the ones with the greatest potential. Where these services touch populations which are both interested and willing to pay a fee for improved service, where that service improvement is in time savings or transaction

processing accuracy, is where the greatest revenue generation is possible. The balance between the size of the population, willingness to pay, ability to pay, and the cost of making a service available via the portal must be evaluated for each service. Realistic pricing and adoption rate assumptions are critical, as well as cost realism at the time of service creation.

The Colorado Statewide Portal Initiative should use a 10-year business case as the basis on which to evaluate and prioritize applications to be provided via the portal. This 10-year view ensures the business case includes a full replacement of all hardware and software, completely covering the lifecycle costs. Similar services in other states should then be used to provide a baseline for pricing and adoption rate assumptions.

Technology

Success or failure of the statewide portal initiative is not dependant upon the technology platform selected. Several different technology platforms have been successfully used by other states. Colorado's existing Statewide IT Standards provide an ideal foundation for the portal. The portal will be 100% in compliance with these standards.

The statewide technology platform should be heterogeneous with respect to hardware and software. This provides the State multiple target platforms, maximizing the ability for entities to utilize the portal's services.

User Need / User Acceptance

The State of Colorado has a highly educated and computer literate constituency. Existing web accessible services have proven that the State's constituents are willing and able to access services electronically. Other states, with less highly educated and computer literacy have experienced impressive adoption rates.

This positions Colorado with a firm set of applications with proven adoption rates which can be used as 'worst case' scenarios in determining adoption rates, payback and breakeven analysis. Minimizing the unknowns and the risk of Colorado's portal initiative.

There is little risk that users will not use Colorado's web based government services.

5.0 Policy

The first phase of the statewide portal plan is focused on policy. The following areas represent necessary policy to ensure success for the statewide portal initiative:

- 1) **Portal Authority or Enterprise** – Establish the entity to manage and administer portal initiative and portal fund. This entity must be suitably independent to encourage broad participation from sub-political entities and other elected officials.

- 2) **Portal Governance** – Establish the portal governance process, required participation and agreements. The governance must provide suitable representation for portal participants along with an efficient decision-making process.
- 3) **Portal Funding** – The portal entity must have sustainable funding. The ability to set fees, collect fees, accept gifts, grants and donations is necessary.
- 4) **Spending Authority** – The portal entity must have the ability to contract, and expend funds.
- 5) **Single State Portal** – It is irresponsible for the state to develop, support, and maintain multiple ‘state portals’. State entities must participate in the portal, and be restricted from construction of redundant capabilities through legislative mandate or executive order.
- 6) **Information and Data Sharing** – It may be necessary to remove existing restrictions on the sharing of information and data between State agencies. Only through maximum sharing of information can maximum efficiencies be achieved.
- 7) **Resource Sharing** – It may be necessary to remove any existing restrictions on sharing resources (people, hardware and software, services).
- 8) **Security & Privacy** – The portal provides a natural focus for electronic user access and traffic. This provides a logical place to deploy the necessary security tools and staff once, and use those resources for all electronic interactions with the state.

6.0 Applications

Applications can be naturally grouped into the major user groups that interact with government. The initial groups are:

- Individual Constituent
- Colorado Businesses
- State Employees
- Government-to-Government
- Visitors / Other

Each of these areas require the basic portal services of user interface design, content delivery, service integration, security and identity management. Each also requires focus groups and user survey assessments to identify and prioritize the applications which are most valuable to the users. Other states have found that the business community is very interested in a unified business tax system that allows for online payment of quarterly taxes including sales, liquor, and unemployment insurance taxes. Once a similar need is identified and prioritized in Colorado, efforts may begin to identify the departments and agencies which can provide these services and the unified service can be built by the portal team. This process would be repeated for each major user group and application, in priority order.

Sample applications:

- A) Individual Income Tax Payments System

Allow individuals to fill out State income tax forms online and pay their taxes and receive their refunds via ACH (Automated Clearing House).

B) Business Tax Filing and Remittance Online

Allow businesses to fill out State tax forms and pay their taxes via ACH online.

C) Drivers License Renewal

Allow individuals to renew their driver's licenses online.

D) License Plate Renewals

E) Allow individuals to renew license plates online.

F) Motor Vehicle Records

Allow businesses to purchase DMV records online.

G) Hunting and Fishing Licenses

Allow individuals to purchase Hunting and Fishing Licenses online.

H) License Renewals

Allow individuals to renew State administered licenses online (e.g. CPA, Real Estate Broker).

I) Enterprise Customer Service

Consolidate customer service information including frequently asked questions from all departments and agencies.

J) Employee Self Service

Enable all State employees to verify and change personnel information, access benefit information, review payroll history.

7.0 Schedule

Senate Bill 03-336 established a baseline schedule of activities for the portal initiative:

FY 2003-2004

Create Portal Plan

Deliver Plan by July 2004

FY 2004-2005

Phase I – Policy

Legislative Action in 2005 Legislative session, as Proposed in Portal Plan

FY 2005-2006

Phase II - Infrastructure Construction

Begin Portal Construction
Phase III and Phase IV – Market Analysis and Service Construction
Provide initial Portal Services

This schedule does not adequately address current needs of the state for increased electronic security and rationalization of the existing 200 websites in a suitable timeframe. The IMC recognizes this situation and has developed the following accelerated schedule:

FY 2003-2004

Create Portal Plan
Deliver Portal Plan by April 1.
Phase I – Policy
Legislative Action in 2004 Legislative session, in parallel with plan development
Phase II – Infrastructure Construction
Begin Portal Construction

FY 2004-2005

Phase III and Phase IV – Market Analysis and Service Construction
Provide Initial Portal Services
Provide Integrated Applications

The accelerated plan provides improved services to constituents fully one year earlier than SB03-336 would allow.

Appendix A – Item-by-Item SB336 Response

This section provides an item-by-item satisfaction of CRS 24-37.5-203.5 (Senate Bill 03-336).

SECTION 1. Legislative declaration.

(1) The general assembly hereby finds, determines, and declares that:

(a) The goal of state government should be to do more with less and provide efficient and effective services for citizens through the use of innovative technology solutions that maximize the utilization of its existing human and physical capital in conjunction with the application of new technologies that can be supplied by outside vendors;

The statewide portal initiative follows a ‘build once, use many’ philosophy. Portal services are those that can be developed once and then easily leveraged in the delivery of many services over the web. A search mechanism that allows the user to search for State-provided services or information is an obvious example. The search should work the same and provide the same results independent of the service the user is currently accessing. The greater the adoption and use of the portal’s services the greater the cost avoidance and long-term savings. It is truly a waste of the public’s funds to develop a search capability for each web service that is provided over the Internet. This is what happens under the current management of web services in state government.

(b) An efficient, effective, and user-friendly statewide internet portal will serve as a place where citizens can electronically access state government information, products, and services and will make state government more accessible;

The statewide portal initiative is using the commercially recognized definition of a portal as a website which provides a suite of commonly used services, serving as a starting point and frequent gateway of access to State-provided information and services. In this role the statewide portal can provide a common look-and-feel to all the participating State services, making interaction seamless and simple for citizens. By taking an ‘Outside In’ design approach to user interface design, the portal can logically integrate applications and services provided by different State departments, making the interaction with the citizen logical and simple from the users perspective. For example: users wish to interact with State government as little as possible. Efficiency of interaction is paramount. Providing a group of services to the user, such as individual tax filing, driver’s license renewal, motor vehicle registration, and voter registration, in a single transaction, would satisfy a major set of user needs. This is possible through existing portal technologies, simplifying the user’s experience.

(c) The development and deployment of a statewide internet portal should be treated as a capital asset for the citizens of the State of Colorado;

Treating the statewide internet portal as capital asset is appropriate and necessary to its long-term success. As with any capital asset, the decisions around funding the construction of the asset as well as the ongoing support and maintenance of that asset must be addressed. There are many examples where states have funded an initial portal construction activity, but have failed to address the long-term support and maintenance needs. This leads to a short-term success, long-term failure, a stale portal. Treating the portal as a capital asset and addressing the governance, day-to-day management responsibilities, and sustaining funding authorities is necessary for the Colorado statewide portal initiative to be a success.

There is a need to built initial portal infrastructure. This basic infrastructure includes hosting facilities, networking equipment, computer hardware and software. There are existing state assets which can be utilized, but new funding is required to launch a successful portal initiative in Colorado.

(d) A web portal is a dynamic, not static, investment by the state and its citizens and must be maintained and upgraded through a commitment to the expenditure of additional funds generated through the operation of the statewide Internet portal;

The legislation recognizes the need for ongoing investment in the portal. The authority to assess fees and collect funds generated through the operation of the portal is critical to the portal initiative's ability to maintain the portal's services and content. This has been confirmed through evaluation of portal initiatives in other states.

(e) The commission on information management should focus its attention on developing a statewide internet portal that is built upon a long-term service plan affording short-term additions of new information and services when economically viable;

The legislation directs the Governor's Commission on Information Management to ensure the portal plan is a long-term plan that allows for rapid response to short-term needs and that the plan is driven by economic decision-making process.

The portal plan has focused on creating a statewide portal for Colorado that is a permanent asset. This long-term strategy requires that the plan focus on legislation, governance, and sustainable funding, not on the rapid expenditure of one-time dollars for the rapid construction of a simple website.

(f) Development of a statewide internet portal should allow for the integration of specific applications that have been developed or may be developed by state agencies; and

Successful statewide portals enable simple integration of applications developed by State agencies. The interface between the agency developed application and the portal will be clearly specified using stable standards, tools, and technologies. These standards, tools, and technologies allow this interface to stand the test of time, surviving both front-end and back-end technology transitions. This interface layer must specify three types of integration between the portal and the agency developed applications:

- 1) fully developed website service integration,
- 2) web services (a website without a look-and-feel) integration,
- 3) legacy system service integration

Successful portal initiatives have a clear interface standard, supported by a tool suite and a step-by-step cookbook for use by the agencies. This makes the integration path clear and obvious to all participants.

(g) The effective implementation of a statewide internet portal will require the input, leadership, and technical expertise of various departments and agencies of state government.

The legislation identifies governance as key to the initiatives success. This is true for successful launch as well as sustaining operation. The portal cannot succeed without successful, effective governance.

The legislation also identifies the need to leverage technical expertise from State departments and agencies. Effective implementation of the statewide portal requires not only the participation of leaders and technical experts from within the state employee base, but also requires the participation of the State's technical community and local governmental leaders. It is only through a public-private partnership that commercial best practices can be continuously leveraged in an enterprise initiative of this scale and scope. The broad governmental participation is required to maximize both the financial leverage and service aggregation opportunities.

(2) THE COMMISSION ON INFORMATION MANAGEMENT SHALL GUIDE THE DEVELOPMENT OF A STATEWIDE INTERNET PORTAL TO PROVIDE FOR THE EFFECTIVE AND EFFICIENT EXCHANGE AND RETRIEVAL OF STATE AGENCY INFORMATION AND, WHERE APPROPRIATE, PUBLIC ACCESS TO STATE AGENCY INFORMATION, PRODUCTS, AND SERVICES. THE COMMISSION SHALL BE RESPONSIBLE FOR PROVIDING OVERSIGHT AND TECHNICAL SUPPORT IN CONNECTION WITH THE DEVELOPMENT OF THE STATEWIDE INTERNET PORTAL TO ENSURE COMPLIANCE WITH THE STATEWIDE PLAN DEVELOPED IN ACCORDANCE WITH SECTION 24-37.5-106 (1) (a).

The Governor's Commission on Information Management (IMC) must guide the development of the statewide internet portal to ensure satisfaction of the legislation. Progress

of the portal plan has been reviewed at every commission meeting since the legislation passed in June 2003.

(3) THE COMMISSION ON INFORMATION MANAGEMENT SHALL ADOPT A PRELIMINARY PLAN FOR IMPLEMENTING THE STATEWIDE INTERNET PORTAL NO LATER THAN JULY 1, 2004. THE COMMISSION SHALL DEVELOP THE PLAN UTILIZING THE COMMISSION CRITERIA AND STANDARDS FOR REVIEW OF COMMUNICATION AND INFORMATION RESOURCES, COMMUNICATIONS AND INFORMATION RESOURCES TECHNOLOGIES, AND DATA PROCESSING SYSTEMS. THE PLAN SHALL, AT A MINIMUM, CONTAIN THE FOLLOWING ELEMENTS:

The IMC is responsible for adopting a preliminary plan for implementation of the statewide portal on or before July 1, 2004.

(a) THE PROCESS AND TECHNOLOGY NECESSARY FOR THE DISTRIBUTION OF STATE AGENCY INFORMATION THROUGH THE STATEWIDE INTERNET PORTAL;

The statewide internet portal shall prioritize the service integration and information integration activities using a user-centric, outside-in design approach. User groups will be surveyed to identify the needs of the constituency to ensure efforts are targeted correctly. The user generated priorities will then be evaluated based on long-term business case analysis where the cost to implement can be compared to the willingness and ability to pay for the particular service. Recommendations for the most viable business cases will be submitted to the executive governance board for final approval.

Portal efforts will focus on the user experience and integration of services that have built up to one of the three integration standards (website, web service, or legacy). The portal integration standards will build upon the existing State IT Standards, which include HTML, SSL, XML, SQL, SOAP, UDDI, and LDAP.

Commercially available technology will be used to integrate services and information provided by many State agencies into a single portal interface to users. Portal integration tools will be used to simplify the integration of services provided by agencies. Document and content management tools will be used to simplify the distribution of information provided by state agencies.

(b) SPECIFIC BUSINESS REQUIREMENTS AND PROCESSES FOR MORE EFFECTIVE AND EFFICIENT COLLECTION, MAINTENANCE, AND DISTRIBUTION OF STATE AGENCY INFORMATION, INCLUDING, BUT NOT LIMITED TO, STANDARDIZED POLICIES, PROCEDURES, AND EQUIPMENT FOR SUCH COLLECTION, MAINTENANCE, AND DISTRIBUTION;

A statewide internet portal provides tremendous opportunities for the state to increase the effective and efficient management of information. The portal provides the means by which information can be collected once, then distributed to many backend systems. An obvious example would be a constituent change-of-address submission. After clearly authenticating their identity, a user can change their address via the portal and have their information efficiently and effectively communicated to all state (and local) governmental entities. Over time, the portal address repository will become the database of record and the requirement for other agencies to maintain this information will disappear.

There is no requirement that the portal be limited to web self-service channels. Customer service personnel in all departments can use the portal to assist constituents in finding available state services and information. This customer service interaction may be face-to-face or over the phone. In this way the capabilities of the statewide portal clearly benefit all constituents of the state, whether they interact with the state in person, over the phone or via the web.

Recommendations for more effective business processes for collection, maintenance and removal of legislative barriers to information exchange.

- Single sign-on, user profile, credit card, check , change of address services.
- Focus traffic.
- Increase Security
- Increase ease of service discovery and use.
- Tailor look and feel as well as services to major constituent sub-groups:
 - Business Gateway
 - Constituent Gateway
 - Sub-Political Gateway
 - Employee Gateway
 - Visitor Gateway

(c) POTENTIAL REQUESTS FOR BIDS OR PROPOSALS TO OR CONTRACTS WITH ANY PUBLIC OR PRIVATE PARTIES FOR THE DESIGN, IMPLEMENTATION, OPERATION, AND IMPROVEMENT OF THE DISTRIBUTION OF STATE AGENCY INFORMATION;

The Request for Qualifications (RFQ) issued for the design and construction of the Colorado statewide portal is included as Appendix C – Colorado Portal Initiative Request for Qualifications.

The request for proposal (RFP) issued for the design and construction of the Colorado statewide portal initiative is included as Appendix D – Colorado Portal Initiative Request for Proposals.

The request for proposal (RFP) issued relative to the Colorado statewide portal initiative for independent verification and validation services is included as Appendix D – Colorado Portal Initiative Request for Proposals.

(d) CHARGES OR FEES FOR NEW SERVICES RELATED TO THE DISTRIBUTION OF STATE AGENCY INFORMATION THROUGH THE STATEWIDE INTERNET PORTAL, OR, WHERE APPLICABLE, THE CONTINUATION OF ANY FEES CURRENTLY COLLECTED BY ANY STATE AGENCY FOR THE DISTRIBUTION OF SUCH AGENCY'S INFORMATION;

The statewide internet portal must have the ability to set and assess fees for services provided. This ability will allow the portal governance committee to accurately establish fees, as identified through user surveys, and to adjust those fees as necessary, to drive service adoption rates. Fees may be charged directly to departments for use of services like directory, security or address repository services. Fees may be charged to individuals and businesses who use the portal services to transact business with the state. These fees will not interfere with current fees collected for services or interfere with the established budget cycle or flow of appropriated dollars.

(e) A COMPILATION OF THE EXISTING DATA COLLECTION SYSTEMS IN THE STATE AGENCIES, INCLUDING STAND-ALONE SYSTEMS, THAT MAY BE ADAPTED, ALIGNED, OR INTEGRATED FOR USE WITH THE STATEWIDE INTERNET PORTAL THROUGH APPROPRIATE REFERENCING AND LINKING FOR PURPOSES OF THE DISTRIBUTION OF STATE AGENCY INFORMATION;

Over 200 websites are currently funded by the State of Colorado. These websites currently collect and/or distribute information and services. An inventory of websites is provided in Appendix B.

The majority of the existing websites provide static textual content. These sites can be easily adapted and integrated into the statewide portal through the use of a content management system. Content management systems allow the authors to create the static content and then publish it via the portal in a consistent look and feel. Departments would maintain the requirement of authoring the content, while the portal would be responsible for the presentation of the content to the users.

Those existing websites which contain transactional or dynamic content will require the use of portal integration tools and technologies. These tools are used to provide consistent presentation of services that run on disparate back-end systems.

(f) PROCEDURES FOR FACILITATING UNIFORM AND MAXIMUM INTERFACING AMONG THE DATA COLLECTION SYSTEMS OF THE STATE AGENCIES AND THE STATEWIDE INTERNET PORTAL FOR

PURPOSES OF THE DISTRIBUTION OF STATE AGENCY INFORMATION;

The State shall maximize the use of the Statewide IT Standards as they establish the technical methods for interfacing systems of State agencies. The specific standards of HTML, XML, SOAP, and Web Services address the foundational mechanisms to be used to interface to and from the statewide portal.

A baseline XML Document Type Definition (DTD) does not yet exist. When created, this will define the name-value pairs that will be used to exchange information to and from the portal. An example of a DTD would be the specification of 6 elements for an individual's address: Name, Street Number, Street Name, City, State, Zipcode OR Name, PO Box Number, City, State, Zip. An XML DTD would specify that one or the other representation is required and that each element must be of a specific type.

The service integration tools will be used to create a broad set of XML DTD's. These tools will assist the agencies in creating the interface from their existing systems to the portal systems in a seamless fashion.

A formal change control process will be instituted to manage changes to this interface to ensure past efforts are not undone by future changes.

(g) RECOMMENDATIONS ON THE PROCESS FOR IMPLEMENTING THE DISTRIBUTION OF STATE AGENCY INFORMATION BY THE STATEWIDE INTERNET PORTAL IN PHASES AND A DESCRIPTION OF THE TIME FOR SUCH A PHASE IN;

The statewide portal plan is made up of four major phases:

1. Policy
2. Infrastructure
3. Market Analysis / Needs Assessment
4. Service Construction

The first phase is policy making. Senate Bill 03-336 requires a portal plan to be created, but does not assign responsibility, authority, or funding for the construction and operation of the statewide portal. The policy making phase must clearly establish the governance for the state portal, the funding and spending authority, as well as the ability to set and collect fees. These policies may be executed through Executive Orders, or via legislation.

The second phase is infrastructure construction. The basic components of all portals are: web hosting infrastructure, security, and a suite of services (search, directory, access, content management, service integration tools etc.). These portal services are the services that provide the greatest opportunity for leverage across all the states web sites. The Governor has directed federal funds to accelerate the second phase of the portal plan.

The third phase is detailed market analysis and needs assessment. Using the outside-in design approach it is critical to survey the user community to determine their needs. This needs assessment will provide the basis on which to segment the constituency into logical sub-groups with common needs (e.g. Businesses, Individuals, State Employees, etc.). Once segregated the portal initiative can easily discover and prioritize each groups needs and the value to them of satisfying those needs. The output of the third phase is a prioritized list of applications from the users perspective.

The fourth phase is service construction. The first services may be those that currently exist and are currently delivered by individual agencies. A time-phased transition plan for moving those to the portal infrastructure will be developed. Construction of new applications identified in phase three can only proceed after the business case for each application has been refined. In many cases, the most valuable portal application requires the logical integration of services provided by different governmental entities. The third and fourth phases of the portal initiative will continue to iterate on approximately an annual basis to ensure the portal continues to prioritize its efforts based on user needs.

(h) THE RECOMMENDED COMPONENTS FOR A CONTRACT WITH A STATEWIDE INTERNET PORTAL INTEGRATOR, INCLUDING A COMPONENT REQUIRING THE STATEWIDE INTERNET PORTAL INTEGRATOR TO MAXIMIZE UTILIZATION OF STATE INFORMATION AND TECHNOLOGY PERSONNEL IN THE DEVELOPMENT, SUPPORT, MAINTENANCE, AND ENHANCEMENT OF THE EQUIPMENT AND SYSTEMS UTILIZED FOR THE STATEWIDE INTERNET PORTAL THROUGH THE USE OF TRAINING AND INSTRUCTION TO THOSE PERSONNEL DESIRING TO IMPROVE THEIR SKILLS IN PROVIDING THIS SERVICE TO CUSTOMERS THROUGH THE CONCEPT OF CO-SOURCING;

The effective execution of the portal plan is to use a co-sourcing strategy that maximizes the use of state assets and augments/extends the capabilities and capacity of those assets through a vendor relationship. State employees participating in the initiative will have the opportunity to learn industry best practices in the design, development, and operation of a large enterprise portal through participation in the portal initiative.

The specific components of the portal integration contract will include:

- Management
 - Scope, Schedule, and Cost Management
 - Service Level Agreements
 - Task Order Creation
- Marketing
 - User Surveys and Focus Groups
 - User Interface Design

- User Awareness and Advertising
- Architecture
 - Hardware Architecture
 - Software Architecture
 - Network Architecture
 - Integration and Information Architecture
- Hosting
 - Design
 - Development
 - Operation and Maintenance
- Infrastructure
 - Design
 - Construction
- Application
 - Design and construction of shared applications
 - Integration of existing applications

(i) OVERSIGHT OF THE ADMINISTRATION AND OPERATION OF THE STATEWIDE INTERNET PORTAL FOLLOWING THE SELECTION OF THE STATEWIDE INTERNET PORTAL INTEGRATOR;

Governance Model

- Authority
- Oversight
- Representation

(j) RECOMMENDATIONS ON THE APPROPRIATE STATE AGENCY TO SERVE AS THE OPERATING AUTHORITY FOR THE STATEWIDE INTERNET.

There are many significant issues with selecting an executive branch agency to operate the statewide internet portal. The selection of an executive branch agency will limit the participation on non-executive branch governmental entities. The best solution is to create an independent entity, outside the executive branch of state government and create a governance structure that provides representation to encourage broad participation outside the executive branch.

In Colorado, the appropriate entity would be an authority or an enterprise created through legislation. Either of these entities provides the necessary independence of both governance and operation.

While independent governance is necessary, it is insufficient for statewide portal success and sustainability. A permanent funding stream is required for a successful statewide portal. Arizona solved this problem by funding their portal initiative with 0.15 percent of each state agency's payroll. This provides the assurance that the portal is permanent and that agencies

can count on the portal being there permanently. This is necessary for an agency to put the portal's services in the critical path of delivery of their services.

(k) UNIFORM ENTRY TO THE STATEWIDE INTERNET PORTAL THAT RECOGNIZES THE OPPORTUNITY FOR CUSTOMERS TO ACCESS SERVICES THROUGH A STATE AGENCY OR A CENTRAL STATE SITE;

Colorado's statewide portal initiative has adopted the standard definition of a portal as: "a website which provides a suite of commonly used services, serving as a starting point and frequent gateway of access to State provided information and services."

A centralized site is recommended. This centralized site provides the maximum leverage for the state. A centralized site for the portal allows the state to maximize asset utilization including hardware, software, facilities, staff and skill sets. The portal must own the user experience and be responsible for logically integrating services to minimize the perceived complexity of state government.

Through the use of document management and service integration tool suites, each agency or participant is responsible for the creation of agency specific content and services. The portal is responsible for presenting the services and information to the users. These tools provide a clear delineation of responsibilities providing efficient and effective operations.

(l) A PROCESS FOR PROVIDING COMPREHENSIVE INFORMATION AND SERVICES TO OUTSIDE USERS IN A MANNER THAT PROTECTS THE INTEGRITY AND SECURITY OF STATE AGENCY INFORMATION, PRODUCTS, AND SERVICES;

A statewide portal provides a single electronic interface with the constituency. This focuses valid user traffic, providing a natural point to secure the state's computing infrastructure from invalid access and use. Security and monitoring investment can be focused on this access point. By focusing valid traffic, it becomes easier to identify anomalies and attacks.

It is recommended that a phased migration plan be put in place to ensure agencies and departments systematically migrate valid access through the portal. This allows those agencies to close direct public access and simplify their security monitoring and response needs.

A single electronic gateway in and out of government is much easier to secure than 200. The state should require all electronic access to be focused through the portal and provide the necessary security to ensure protection of the portal environment from intrusion.

(m) IDENTIFICATION OF CURRENT STATUTORY PROVISIONS GOVERNING ELECTRONIC TRANSACTIONS, INCLUDING, BUT NOT LIMITED TO, THE REQUIREMENTS OF ARTICLE 71.3 OF THIS TITLE FOR ELECTRONIC SIGNATURES, AND RECOMMENDATIONS ON ANY

RULES OR GUIDELINES ENSURING THAT IMPLEMENTATION OF THE STATEWIDE INTERNET PORTAL IS CONSISTENT WITH SUCH STATUTORY PROVISIONS;

The State of Colorado has three existing statutory provisions governing electronic transactions:

- CRS 24-71 Electronic Signatures
- CRS 24-71.3 Uniform Electronic Transactions Act
- CRS 24-19.5 Alternative Forms of Payment to the State

The portal initiative will operate under the provisions of these existing statutory provisions and will assist in furtherance of provisions which govern electronic interaction with state government.

(n) RECOMMENDATIONS FOR SECURING THE SERVICES OF THIRD-PARTY SUPPLIERS, WHEN APPROPRIATE, THROUGH THE PROCESS OF CO-SOURCING WITH THE STATE;

The portal entity (authority or enterprise) must have the capability to contract for the purchase of goods and services. The ability to competitively contract for these services is critical to the success of the portal initiatives. Performance based contracting which aligns the motivations of the contractor with those of the state, have proven very successful in portal initiatives. This style of contracting allows the vendor to participate in the revenue stream of the portal as a portion of their payment. Co-sourcing service arrangements where state resources are used in conjunction with vendor resources has also proven to be highly effective in portal initiatives. Co-sourcing provides a vehicle for the state to augment staff where skill gaps or coverage gaps exist providing skilled staffing for portal operations on a 24x7x365 basis.

It is recommended that the State competitively contract for a portal integrator and a portal IV&V contractor. The portal integrator will become the general contractor for the design, construction and operation of the statewide portal. The portal IV&V will provide a second set of eyes in all activities of the portal integrator, report on all activities of the portal integrator. The portal entity (authority or enterprise) will maintain oversight responsibility of the portal and manage both the integrator and IV&V vendor.

(o) MEASURES FOR SUPPORTING THE DEVELOPMENT AND IMPLEMENTATION OF INDIVIDUAL STATE AGENCY SOLUTIONS THAT WILL BE AVAILABLE THROUGH THE STATEWIDE INTERNET PORTAL;

The portal is responsible for the interface to the users and therefore owns extremely high availability requirements. This high availability infrastructure is necessary and standard in commercial and government portals.

The use of standards-based content management and service integration tools provide the baseline for integration of agency specific content and services. These tools will be supported by interface standards that specify the interface that is implemented via the tools. This is the primary method to be used by agencies for integration into the portal. In some instances it may be necessary or desirable for the portal team to assist an agency team in development of their side of the interface. This can be accommodated through a service contract between the agency and the portal entity.

(p) A DESCRIPTION OF POTENTIAL FUNDING SOURCES FOR THE DEVELOPMENT, MAINTENANCE, SUPPORT, AND ENHANCEMENT OF THE STATEWIDE INTERNET PORTAL, INCLUDING, BUT NOT LIMITED TO, REVENUES GENERATED FROM SUBSCRIBERS, REVENUES GENERATED FROM WRITTEN AGREEMENTS WITH USER ASSOCIATIONS, LOANS, FEDERAL FUNDS, SITE ADVERTISING, USER CHARGES, DEVELOPMENT FEES, AND SAVINGS GENERATED FROM THE DEPLOYMENT OF TECHNOLOGY SOLUTIONS OR THE REPLACEMENT OF EQUIPMENT; AND

The statewide internet portal can benefit from having the broadest possible access to funding sources to include: federal funds, subscriber fees, user association fees, bonds, loans, site advertising, user fees, service fees, development fees, performance and benefit sharing, gifts, grants and donations.

The ability to use federal fund for acceleration of the portal initiative has already been recognized and utilized by the Governor. The portal initiative will benefit by maintaining the availability of this funding stream into the future.

The ability to utilize subscriber fees collected for access to subscription based services will allow services to use a subscriber model for delivery of services to users. An example would be to setup access to records based on a monthly fee, independent of the quantity or frequency of access.

User association fees can be used to assess charges to a user association instead of to the individual users. This allows collections of users to join together in an association, and the portal to charge fees to the association for use of portal services.

Bonding authority would allow the portal to issue bonds to develop or expand the portal. In this way the portal could use it's ongoing stream of revenues to finance one-time capital construction needs.

Loans could be used in a manner similar to bonds, for shorter term needs of the portal .

Site advertising can be used by the portal as a funding stream. In some instances, commercial entities are interested in providing advertising or links in context relevant

portions of a statewide portal. Having this as an available revenue stream makes this alternative available to the portal board.

Service fees are charged to an agency when services are provided for the benefit of the agency. This allows the agency to pay for a service that can be delivered to the user for free.

User fees can be collected when the willingness and ability to pay for a service exists. The ability to charge an end user a fee, ensures that the users of this service delivery mechanism are the ones paying for it.

Development fees may be charged to agencies that contract with the portal for development services. Alternatively the portal entity may enter into performance or benefit sharing agreements where it can participate in the benefits provided by the development of a new service developed by the portal entity for an agency. Having the flexibility to negotiate a broad set of agreements will increase the long-term viability of the portal.

These revenue streams combined with the ability to accept gifts, grants and donations are necessary to maximize the long-term viability of the portal.

(q) A RECOMMENDED PROGRAM TO AGGREGATELY PROCURE COMMUNICATION AND INFORMATION RESOURCES TECHNOLOGY IN FURTHERANCE OF CREATING AN EFFECTIVE AND EFFICIENT STATEWIDE INTERNET PORTAL.

It is recommended that the portal be used by the state to focus electronic interactions between the state and constituents long term. This allows the state to invest in the necessary 24x7 web hosting infrastructure, security infrastructure, user interface design, and related staffing once and leverage that investment across all state agencies. This provides the greatest benefits to the constituency at the lowest enterprise costs. The more agencies that participate, the less redundant investment and the more consistent the service delivery. The state must pursue policy and operational procedures that continuously reveal redundant development and investment activities.

(4) THE COMMISSION ON INFORMATION MANAGEMENT SHALL SUBMIT THE PLAN FOR IMPLEMENTING THE STATEWIDE INTERNET PORTAL TO THE SENATE BILL 03-336 GENERAL ASSEMBLY NO LATER THAN JULY 15, 2004.

This portal plan document is due no later than July 15, 2004. The Commission on Information Management has reviewed the progress of this plan at every commission meeting since October 2003.

(5) THE COMMISSION ON INFORMATION MANAGEMENT MAY CREATE AND APPOINT NONVOTING ADVISORY BOARDS OR PANELS AS NECESSARY COMPRISED OF MEMBERS OF THE GENERAL PUBLIC, SUBSCRIBERS, PROFESSIONAL ASSOCIATIONS, SUBJECT MATTER EXPERTS, STATE AGENCY CHIEF INFORMATION OFFICERS, ACADEMIC GROUPS AND INSTITUTIONS, AND INDIVIDUALS WITH KNOWLEDGE OF AND INTEREST IN AREAS OF NETWORKING, ELECTRONIC MAIL, PUBLIC INFORMATION ACCESS, GATEWAY SERVICES, ADD-ON SERVICES, AND ELECTRONIC FILING OF INFORMATION FROM WHICH THE COMMISSION MAY SEEK ADVICE ON THE ESTABLISHMENT AND MAINTENANCE OF THE STATEWIDE INTERNET PORTAL.

(6) STATE AGENCIES SHALL COOPERATE WITH THE COMMISSION ON INFORMATION MANAGEMENT BY MAKING PUBLIC INFORMATION AVAILABLE TO THE COMMISSION UPON TERMS MUTUALLY AGREED UPON BY THE COMMISSION AND ANY SUCH STATE AGENCY. STATE AGENCIES THAT PURSUE THE IMPLEMENTATION OF E-COMMERCE PROJECTS THAT ARE SEPARATE FROM THE STATEWIDE INTERNET PORTAL SHALL ENSURE THAT SUCH PROJECTS COMPLY WITH THE STANDARDS ADOPTED BY THE COMMISSION AND CONTAIN A PROCESS BY WHICH THE PROJECT MAY BE INTEGRATED WITH THE STATEWIDE INTERNET PORTAL.

It is recommended that any new portal entity retain the following language to ensure future efforts are developed with the intent to integrate into the statewide portal and have a defined plan for that future integration:

STATE AGENCIES THAT PURSUE THE IMPLEMENTATION OF E-COMMERCE PROJECTS THAT ARE SEPARATE FROM THE STATEWIDE INTERNET PORTAL SHALL ENSURE THAT SUCH PROJECTS COMPLY WITH THE STANDARDS ADOPTED BY THE COMMISSION AND CONTAIN A PROCESS AND SCHEDULE BY WHICH THE PROJECT WILL BE INTEGRATED WITH THE STATEWIDE INTERNET PORTAL

(7) THE COMMISSION ON INFORMATION MANAGEMENT MAY PROMULGATE RULES THAT ARE NECESSARY TO IMPLEMENT AND OPERATE THE STATEWIDE INTERNET PORTAL. SUCH RULES SHALL BE PROMULGATED IN ACCORDANCE WITH ARTICLE 4 OF THIS TITLE.

This ability must be retained by the IMC. The ability to promulgate rules to implement and operate the portal may be used to develop the following:

Rule to compel participation in statewide portal.

Rule to migrate to statewide portal.

Rule to remove other web access.

Appendix C – Colorado Website Inventory

Inventory of Colorado websites on December 15, 2003.

CDEd	Department of Education	Education, Department of	http://www.cde.state.co.us/index_home.htm
CDEd		State Library	http://www.cde.state.co.us/index_library.htm
CDEd		State Publications Library	http://www.cde.state.co.us/stateinfo
CDHE	Department of Higher Education	Adams State College	http://www.adams.edu/
CDHE		Archaeology and Historic Preservation, Office of	http://coloradohistory-oahp.org/
CDHE		Colorado History Museum	http://www.coloradohistory.org/
CDHE		Colorado Mountain CollegE	http://www.coloradomtn.edu/
CDHE		Colorado Community College	http://www.cncc.edu
CDHE		Colorado School of Mines	http://www.mines.edu/
CDHE		Colorado State University	http://www.colostate.edu/
CDHE		Colorado Student Loan Program	http://www.csip.org/
CDHE		Commission on Higher Education, Colorado - CCHE	http://www.state.co.us/cche_dir/heccche.html
CDHE		Fort Lewis College	http://www.fortlewis.edu/
CDHE		Front Range Community College	http://www.frcc.cc.co.us/
CDHE		Higher Education, Department of	http://www.state.co.us/cche_dir/heccche.html
CDHE		Mesa State College	http://www.mesastate.edu/
CDHE		Metropolitan State College	http://www.mscd.edu/
CDHE		Otero Junior College	http://www.ojc.cccoes.edu/
CDHE		Pikes Peak Community College	http://www.ppcc.cccoes.edu/
CDHE		Pueblo Community College	http://www.pcc.cccoes.edu/

CDHE		Red Rocks Community College	http://www.rrcc.cccoes.edu/
CDHE		Regents of the University of Colorado	http://www.cusys.edu/~regents/
CDHE		San Juan Basin Technical School	http://www.sanjuanbasintechschoo.org/
CDHE		State Historical Society	http://www.coloradohistory.org/
CDHE		Trinidad State Junior College	http://www.tsjc.cccoes.edu/
CDHE		Western State College	http://www.western.edu/
CDHS	Department of Human Services	Colorado Benefits Management System	http://www.cbms.state.co.us/
CDHS		Human Services, Department of	http://www.cdhs.state.co.us/
CDLE	Department of Labor and Employment	Colorado Workforce Centers	http://employsvcs.cdle.state.co.us/WFCs.html
CDLE		Employment and Training Services, Division of	http://employsvcs.cdle.state.co.us/default.htm
CDLE		Labor and Employment, Department of	http://www.cdle.state.co.us/
CDLE		Labor Market Information, Office of	http://lmi.cdle.state.co.us/
CDLE		Labor Standards, Office of	http://laborstand.cdle.state.co.us/default.htm
CDLE		Oil Inspection - Consumer/Environment al Protection, Division of	http://oil.cdle.state.co.us/
CDLE		Public Employees' Social Security Program	http://pess.cdle.state.co.us/
CDLE		Public Safety, Office of (Boiler Inspections, Carnivals, Explosives, School Construction)	http://publicsafety.cdle.state.co.us/default.htm
CDLE		Unemployment Insurance Program	http://unempben.cdle.state.co.us/default.htm
CDLE		Worker's Compensation, Division of	http://www.coworkforce.com/DWC/
CDLE	Labor and Employment Department		http://www.coworkforce.com/
CDOT	of	Transportation, Department of	http://www.dot.state.co.us/

Transportation Department of Public Health and Environment	Air Quality Control Commission	http://www.cdphe.state.co.us/op/aqcc/aqcchom.asp
CDPHE	Emergency Medical Services, Division Of	http://www.cdphe.state.co.us/pp/emspnom.asp
CDPHE	Environmental Epidemiology, Disease Control &, Division of	http://www.cdphe.state.co.us/dc/dceedhom.asp
CDPHE	Family & Community Health Services, Division of	http://www.cdphe.state.co.us/fc/fchom.asp
CDPHE	Hazardous Wastes, Division of	http://www.cdphe.state.co.us/hm/
CDPHE	Health Facilities Authority, Colorado	http://www.cdphe.state.co.us/hf/hfd.asp
CDPHE	Health Statistics & Vital Records, Bureau of - CDPHE	http://www.cdphe.state.co.us/hs/hsshom.asp
CDPHE	Health, State Board of	http://www.cdphe.state.co.us/op/bhhom.asp
CDPHE	Office of Local Liaison	http://www.cdphe.state.co.us/as/ollhom.asp
CDPHE	Public Health and Environment, Department of	http://www.cdphe.state.co.us/cdphehom.asp
CDPHE	Public Health Nursing Section	http://www.cdphe.state.co.us/as/ollhom.asp
CDPHE	Radiation Advisory Committee	http://www.cdphe.state.co.us/lr/lrhom.asp
CDPHE	Waste Management Division	http://www.cdphe.state.co.us/hm/hmhom.asp
CDPHE	Water Quality Control Division	http://www.cdphe.state.co.us/wq/wqhom.asp
Department of Public Safety	Colorado Bureau of Investigation (CBI)	http://cbi.state.co.us/
CDPS	Colorado State Patrol	http://csp.state.co.us/
CDPS	Criminal Justice, Colorado Division of	http://cdpsweb.state.co.us/dcj/dcj.htm
CDPS	Fire Safety, Colorado Division of	http://www.state.co.us/gov_dir/cdps/dfs.htm
CDPS	Office of Preparedness and Security	http://ops.state.co.us/
CDPS	Public Safety, Department of	http://cdpsweb.state.co.us/

Department of Health	Health Care Policy and Financing.	
Care Policy and	Department of	http://www.chcpf.state.co.us/index.html
CHCPF Financing	Medical Services	
CHCPF	Board	http://www.chcpf.state.co.us/msb/msbindex.html
Colorado		
Integrated		
Criminal		
Justice	Integrated Criminal	
Information	Justice Information	
CICJIS System	System, Colorado	http://www.state.co.us/gov_dir/cicjis/index.html
	Public Defender	
CSPD	Commission	http://www.state.co.us/gov_dir/pdef_dir/pd.htm
Department	Agricultural	http://www.ag.state.co.us/commissioner/ag_com
DAG	Commission, State	mission.html
	Agriculture,	
DAG	Department of	http://www.ag.state.co.us/
Dag	Colorado State Fair	http://www.coloradosfair.com/
	Soil Conservation	
DAG	Board	http://www.ag.state.co.us/soils/soils.html
Department of Human	Aging and Adult	
DHS	Services, Division of	http://www.cdhs.state.co.us/oss/aas/about.html
	Child Support	
DHS	Enforcement	http://www.childsupport.state.co.us/
	Child Welfare,	http://www.cdhs.state.co.us/cyf/cwelfare/cwweb.html
DHS	Division of	
	Children, Youth and	
DHS	Families Automation	http://www.cdhs.state.co.us/cyf/CYF_Automation/CYFHOME.html
	Project	
DHS	Developmental	http://www.cdhs.state.co.us/ohr/dds/DDS_center.html
	Disabilities Services	
	Mental Health	
DHS	Institute at Fort Logan,	
	Colorado	http://www.cdhs.state.co.us/ods/mif/home.html
	Mental Health	
DHS	Services	http://www.cdhs.state.co.us/ohr/mhs/index.html
DHS	State and Veterans	
	Nursing Homes	http://www.cdhs.state.co.us/VetNH/state.htm
	State Board of	http://www.cdhs.state.co.us/oea/state_board/hs
DHS	Human Services	_board.html
	Vocational	
	Rehabilitation, Division	
DHS	of	http://www.cdhs.state.co.us/ods/dvr/index.html
	Wheat Ridge	
DHS	Regional Center	http://www.cdhs.state.co.us/ods/wrc/index.html
	Local Affairs,	
DLA	Department of	http://www.dola.state.co.us/

	Affairs		
	Department of Military and Veteran's Affairs	Adjutant General, Office of the	http://www.coloradoguard.com/webpages/dma/home.htm
DMVA		Civil Air Patrol	http://www.coloradoguard.com/
DMVA		Military and Veteran Affairs, Department of	http://www.dmva.state.co.us/
	Department of Natural Resources	Avalanche Information Center	http://geosurvey.state.co.us/avalanche/
DNR		Colorado Ground Water Commission	http://water.state.co.us/cgwc/
DNR		Colorado Natural Areas Program	http://parks.state.co.us/cnap/
DNR		Colorado Water Conservation Board	http://cwcb.state.co.us/
		Forestry, Division of Colorado State Geological Survey, Colorado	http://www.colostate.edu/Depts/CSFS/
DNR		Colorado	http://geosurvey.state.co.us/
DNR		Natural Resources, Department of	http://dnr.state.co.us/
DNR		Parks, Division of Colorado State State Land Board, Colorado	http://trustlands.state.co.us/
DNR		Water Conservation Board, Colorado	http://cwcb.state.co.us/
DNR		Water Resources, Colorado Division of Wildlife, Colorado	http://www.dnr.state.co.us/water/
DNR		Division of Corrections, Department of	http://wildlife.state.co.us/
DOC	Department of Corrections	Reformatory, State Surplus Property Agency	http://www.doc.state.co.us/index.html http://www.doc.state.co.us/Facilities/bvcf/bvcf.htm http://www.cijvp.com/serviceproviders/surplus/index.html
DOC		ACLIN Board of Education, State	http://www.aclin.org/
DOE	Department of Education	Colorado School for the Deaf and the Blind	http://www.cde.state.co.us/index_sbe.htm
DOE		Colorado Talking Book Library	http://www.csdb.org/
DOE			http://www.cde.state.co.us/ctbl/

DOL	Department of Law	Collection Agency Board	http://www.ago.state.co.us/cab.htm
DOL		Consumer Protection - Attorney General's Office	http://www.ago.state.co.us/CONSPROT.stm
DOLA	Department of Local Affairs	Emergency Management, Office of	http://www.dola.state.co.us/oem/oemindex.htm
DOLA		Equalization, State Board of	http://www.dola.state.co.us/PropertyTax/index.htm
DOLA		Field Services, Office of	http://www.dlg.oem2.state.co.us/fs/index.htm
DOLA		Housing, Division of	http://www.dola.state.co.us/doh/Index.htm
DOLA		Property Taxation, Division of	http://www.dola.state.co.us/PropertyTax/index.htm
DOR	Department of Revenue	Colorado Lottery Gaming, Colorado	http://www.coloradolottery.com/home.cfm
DOR		Division of	http://www.gaming.state.co.us/
DOR		Liquor Enforcement Division	http://www.revenue.state.co.us/liquor_dir/liquor.html
DOR		Motor Vehicles Division	http://www.mv.state.co.us/mv.html
DOR		Ports of Entry	http://www.revenue.state.co.us/MCS_dir/contact3.htm
DOR		Racing Events, Division of	http://www.revenue.state.co.us/racing_dir/coracing.html
DOR		Revenue, Department of	http://www.revenue.state.co.us/
DOR		Tax Analysis, Office of	http://www.revenue.state.co.us/stats_dir/taxstats.html
DOR		Taxpayer Service Division	http://www.revenue.state.co.us/TPS_dir/taxinfo.html
DOR		Tobacco Enforcement Unit	http://www.revenue.state.co.us/liquor_dir/tob1.htm
DORA	Department of Regulatory Agencies	Accountancy, State Board of	http://www.dora.state.co.us/Accountants/
DORA		Acupuncturists' Registration	http://www.dora.state.co.us/Acupuncturists/
DORA		Chiropractic Examiners, Colorado State Board of	http://www.dora.state.co.us/Chiropractic/
DORA		Civil Rights Commission, Colorado	http://www.dora.state.co.us/Civil-Rights/
DORA		Colorado Board of Appraisers	http://www.dora.state.co.us/Real-Estate/appraisr/appraisr.htm
DORA		Consumer Counsel, Office of - DORA	http://www.dora.state.co.us/OCC/
DORA		Counselors, State Board of Professional	http://www.dora.state.co.us/Mental-Health/

DORA	<u>Dental Examiners,</u>	http://www.dora.state.co.us/Dental/
DORA	<u>State Board of</u>	
DORA	<u>Electrical Board,</u>	http://www.dora.state.co.us/Electrical/
DORA	<u>Engineers,</u>	
DORA	<u>Professional, State</u>	http://www.dora.state.co.us/Engineers_Surveyors/
DORA	<u>Board of Registrations</u>	
DORA	<u>Financial Services</u>	http://www.dora.state.co.us/financial-services/
DORA	<u>Insurance, Division of</u>	http://www.dora.state.co.us/Insurance/
DORA	<u>Land Surveyors,</u>	
DORA	<u>State Board of</u>	http://www.dora.state.co.us/Engineers_Surveyors/
DORA	<u>Registrations</u>	
DORA	<u>Medical Examiners,</u>	
DORA	<u>Colo State Board of</u>	http://www.dora.state.co.us/Medical/
DORA	<u>Nursing, State Board</u>	
DORA	<u>of</u>	http://www.dora.state.co.us/Nursing/
DORA	<u>Office of Economic</u>	
DORA	<u>Competitiveness and</u>	
DORA	<u>Regulatory Reform</u>	http://www.dora.state.co.us/oecrr/index.htm
DORA	<u>Optometrists, State</u>	
DORA	<u>Board of</u>	http://www.dora.state.co.us/Optometry/
DORA	<u>Outfitters Licensing</u>	
DORA	<u>Board</u>	http://www.dora.state.co.us/Outfitters/
DORA	<u>Passenger Tramway</u>	
DORA	<u>Safety Board</u>	http://www.dora.state.co.us/Tramway/
DORA	<u>Pharmacy, State</u>	
DORA	<u>Board of</u>	http://www.dora.state.co.us/Pharmacy/
DORA	<u>Plumbers, State</u>	
DORA	<u>Board of</u>	http://www.dora.state.co.us/Plumbing/
DORA	<u>Psychologist</u>	
DORA	<u>Examiners, State Board</u>	
DORA	<u>of</u>	http://www.dora.state.co.us/Mental-Health/
DORA	<u>Public Utilities</u>	
DORA	<u>Commission</u>	http://www.dora.state.co.us/PUC/
DORA	<u>Real Estate</u>	
DORA	<u>Commission</u>	http://www.dora.state.co.us/Real-Estate/
DORA	<u>Registrations,</u>	
DORA	<u>Division of</u>	
DORA	<u>(Professional)</u>	http://www.dora.state.co.us/Registrations/
DORA	<u>Regulatory Agencies,</u>	
DORA	<u>Department of</u>	http://www.dora.state.co.us/
DORA	<u>Securities, Division of</u>	http://www.dora.state.co.us/Securities/
DORA	<u>Social Worker</u>	
DORA	<u>Examiners, State Board</u>	
DORA	<u>of</u>	http://www.dora.state.co.us/Mental-Health/
DORA	<u>Veterinary Medicine,</u>	
DORA	<u>State Board of</u>	http://www.dora.state.co.us/Veterinarians/
DPA	<u>Administrative</u>	
Department of Personnel	<u>Hearings, Division of</u>	http://www.colorado.gov/dpa/doah

	and Administratio n		
DPA		<u>Central Services, Division of</u>	http://www.colorado.gov/dpa/dcs
DPA		<u>Communications Services</u>	http://www.colorado.gov/dpa/doit/comm
DPA		<u>Computing Services Division of</u>	http://www.colorado.gov/dpa/doit/datacent/
DPA		<u>Information Technologies</u>	http://www.colorado.gov/dpa/doit
DPA		<u>Document Solutions Group</u>	http://www.sctc.state.co.us/
DPA		<u>Employee Benefits Human Resources,</u>	http://www.state.co.us/dhr/
DPA		<u>Division of</u>	http://www.colorado.gov/dpa/dhr
DPA		<u>Multi-use Network (MNT)</u>	http://www.colorado.gov/dpa/mnt
DPA		<u>Personnel and Administration, Department of</u>	http://www.colorado.gov/dpa http://www.gssa.state.co.us/purchasi.nsf/informa
DPA		<u>Purchasing and State</u>	tional+pages/purchasing+home+page?opendoc
DPA		<u>Buildings, Division of</u>	ument
DPA		<u>Real Estate Services,</u>	http://www.state.co.us/gov_dir/gss/cen/index.htm
DPA		<u>Division of</u>	ml
DPA		<u>Risk Management, State Office of</u>	http://www.state.co.us/dhr/
DPA		<u>State Archives,</u>	
DPA		<u>Colorado</u>	http://www.colorado.gov/dpa/doit/archives/
DPA		<u>State Buildings,</u>	http://www.gssa.state.co.us/purchasi.nsf/informa
DPA		<u>Division of Purchasing and</u>	tional+pages/purchasing+home+page?opendoc ument
DPA		<u>State Controller's Office, Division of</u>	http://www.sco.state.co.us/
DPA		<u>State Personnel Board</u>	http://www.sco.state.co.us/
DPA		<u>Statewide Travel Management Program</u>	http://www.colorado.gov/dpa/spb http://www.state.co.us/gov_dir/gss/cen/travel/index.htm
DPA		<u>Telecommunications</u>	http://www.colorado.gov/dpa/doit/comm
G	Governor's Office	<u>Boards and Commissions</u>	http://www.state.co.us/gov_dir/govnr_dir/bc/index.htm
G		<u>Business Assistance Center</u>	http://www.state.co.us/gov_dir/oed/bac.html
G		<u>Colorado Governor's Office of Energy Management and Conservation</u>	http://www.state.co.us/oemc

	<u>Commission on Information Management, Colorado</u>	http://www.oit.state.co.us/commissions/imc.asp
G	<u>Economic Development Commission - Office of Economic Development</u>	http://www.state.co.us/oed/edc/
G	<u>Film Commission - Office of Economic Development</u>	http://www.coloradofilm.org/
G	<u>Foreign Trade Office - Governor's Office</u>	http://www.state.co.us/gov_dir/oed/ITO/intl_trade_gov.htm
G	<u>Governor, Office of the Innovation and Technology, Office of - GOV</u>	http://www.state.co.us/gov_dir/governor_office.html
G	<u>Minority Business Office - Governor's Office</u>	http://www.oit.state.co.us/
G	<u>Motion Picture and Television Commission, Colorado - Office of Economic Development</u>	http://www.coloradofilm.org/
G	<u>New Century Colorado Small Business Development Center - Office of the Governor</u>	http://www.state.co.us/ncc/default.asp
G	<u>State Planning and Budgeting, Governor's Office of</u>	http://www.state.co.us/oed/sbdc/
G	<u>Statewide Defense Initiatives, Office of - Governor's Office</u>	http://www.state.co.us/gov_dir/govnr_dir/ospb/index.html
G	<u>Women's Business Office</u>	http://www.oed.state.co.us/oed/bus_fin/colorado_space.html
Judicial	<u>Board of Law Examiners</u>	http://www.state.co.us/oed/wbo/ http://www.coloradosupremecourt.com/ble/ble_home.htm
Judicial	<u>Court of Appeals</u>	http://www.courts.state.co.us/coa/coaindex.htm
Judicial	<u>First Judicial District of Colorado</u>	http://www.courts.state.co.us/district/01st/dist01.htm
Judicial	<u>Gilpin County Combined Courts</u>	http://www.courts.state.co.us/district/01st/dist-01.htm
Judicial	<u>Jefferson County Courts</u>	http://www.courts.state.co.us/district/01st/dist-01.htm
Judicial	<u>Judicial Department Law Examiners,</u>	http://www.courts.state.co.us/
Judicial	<u>Board of</u>	http://www.courts.state.co.us/ble/ble.htm
Judicial	<u>State Courts - Judicial Department</u>	http://www.courts.state.co.us/

Judicial	State Public Defender's Office - Judicial Department	http://www.state.co.us/gov_dir/pdef_dir/pd.htm
Judicial	Supreme Court Library - Judicial Department	http://www.state.co.us/courts/sctlib/
Legislative	House of Representatives - Colorado General Assembly	http://www.state.co.us/gov_dir/stateleg.html
Legislative	Senate - Colorado General Assembly	http://www.state.co.us/gov_dir/stateleg.html
Legislative	State Auditor's Office - Colorado General Assembly	http://www.state.co.us/gov_dir/audit_dir/audit.html
Legislat ive General Assembly		http://www.state.co.us/gov_dir/stateleg.html
Lt Gov	Lieutenant Governor, Office of the	http://www.colorado.gov/ltgovernor/index.html
SoS Secretary of State	Commercial Recordings	http://www.sos.state.co.us/
SoS	Elections Division	http://www.sos.state.co.us/
	Licensing Division: Bingo-Raffle, Notary Public, Lobbyists	
SoS	Registration, Charitable Solicitation	http://www.sos.state.co.us/pubs/bingo_raffles/main.htm
SoS	Secretary of State, Office of the	http://www.sos.state.co.us/
Treas Treasurer	Great Colorado Payback - Office of the State Treasurer	http://www.treasurer.state.co.us/payback.html
Treas	Treasurer, Office of the State	http://www.treasurer.state.co.us/

Appendix C – Colorado Portal Initiative Request for Qualifications



State of Colorado

Governor's Office of Innovation & Technology

Design, Build, Operate, Support and Maintain Statewide Web Portal Project

Request for Qualifications

Version 12 Jan 04

1.0 Introduction

The State of Colorado Governor's Office of Innovation and Technology (OIT) is conducting a two-phase competitive proposal process to select Colorado's Portal Project contractor. OIT is requesting Statements of Qualifications (SOQs) from qualified vendors interested in submitting technical and commercial proposals for the design, build, operation, maintenance and support of the Colorado.gov Portal Project. The Portal Project will consist of inter/intra/extra-net infrastructure and application development that is to be paid for under a benefit sharing, self-funding model.

OIT was established in the 1999 Legislative Session (House Bill 1372). The mission of OIT is to make Colorado a world leader in the formation and implementation of technology by creating a favorable business climate, cultivating relationships with technology leaders and utilizing technology and innovation to streamline and simplify Colorado's government in terms meaningful to Colorado taxpayers. Additional background information about OIT, its initiatives, commissions and other pertinent information can be found at:

www.colorado.gov/oit.

The purpose of this document is to solicit proposals demonstrating the respective vendor's experience in benefit sharing, self-funded portal projects in the form of SOQs that OIT will evaluate experience and preliminary approaches to determine which vendors are the most qualified to successfully design, build, operate, support, maintain and fund the Portal. OIT will short-list at least two but no more than five of the vendors that submit SOQs. Only the short listed vendors will be eligible for the second procurement phase to submit technical and commercial proposals for the Portal Project.

2.0 Project Background

The Colorado State Legislature passed Senate Bill 03-336, The Statewide Internet Portal Bill. This bill requires the Governor's Office of Innovation and Technology (OIT) to create a plan for a single state web portal. The Portal Project is the implementation and execution of this plan.

The Governor's Office of Innovation and Technology surveyed existing portal initiatives in other states and identified the critical success factors necessary for the long-term viability of successful, thriving portal initiatives. The following areas were identified as important: governance, funding, adoption, and technology. The keys to sustainable success are governance and funding.

Governance must provide for representation of all the key parties (departments, agencies, boards, etc), with a 5-7 person decision-making body. This body must not only be able to make decisions, but must be empowered with the authority to ensure compliance with the decisions made.

Enduring funding is critical. The self-funded approach successfully pursued by other states is the solution sought for the Portal Project. Long-term funding ensures that the services provided by the portal will be effective, allow for on-going expansion and be available to the individual departments, agencies, boards, counties, municipalities, citizens and businesses.

2.2 Project Schedule

OIT will proceed with the following dates as the Project's procurement milestones leading to contract award. This schedule is subject to revision.

Issue RFQ	12 January 2004
Pre-bid Q&A Meeting	20 January 2004
Q&As published	23 January 2004
SOQs proposals due	30 January 2004
SOQs evaluation & downselect	2-12 February 2004
Notify short listed vendors	13 February 2004
Issue Directed RFP	17 February 2004
RFP pre-bid Q&A Meeting	23 February 2004
RFP Q&As published	27 February 2004
RFP proposals due	8 March 2004

2.3 RFQ Communications and Submittal Requirements

OIT is the sole point of contact for questions and answers regarding this RFQ and the subsequent RFP. Please address any and all inquiries and comments regarding the Project by fax, email or letter. Only written inquiries will be accepted received prior to 8:00 AM on 20 January 2004 will be responded to. The RFQ Pre-Bid meeting will take place in the basement of 225 East 16th Ave. at 1:00 PM on 20 January 2004.

Mail: Paul Robinson
Governor's Office of Innovation & Technology
225 East 16th Ave., Suite 900
Denver, CO 80203

Fax: (303) 866 6454

Email: paul.robinson@state.co.us

Due Date, Time and Location

All SOQs to be considered must be received by post or hand delivery by 5:00 pm, Mountain Standard Time, 30 January 2004 and delivered to:

Governor's Office of Innovation & Technology
225 East 16th Ave., Suite 900
Denver, CO 80203

Any SOQ that fails to meet the submission deadline will be rejected without opening, consideration or evaluation.

Format and Quantities

Vendors are to submit six (6) hard copies not exceeding fifty (50) pages not including the resumes that are to be provided as an appendix.

3.0 Project Description

The Portal Project is to provide an efficient, effective and user-friendly statewide intranet, internet and extranet portal that will serve as a place where citizens can electronically access state government information, products, and services. The State wants to expand its World Wide Web services and increase its communication and collaboration with other government entities. To these ends, the State wishes to develop a Portal with on-line services for citizens, businesses and other government entities. The State anticipates that moving to an electronic government environment will be a gradual process evolving over time; therefore, we envision that this Project will result in multiple implementation phases.

The Project vision is for a benefit sharing, self-funded, sustainable, single portal providing one-stop, around-the-clock customer service, constituent focused and simple service integration. It is envisaged there will be three principle components of the Portal Contractor's responsibilities – participation in the Portal's strategic development and management, application development and system infrastructure.

The State is seeking to contract with a qualified vendor to create and manage a Web-based portal that will function as an interactive information and transaction system to enhance the ways in which citizens and businesses access State government information and services over the Internet. Services to be obtained through this procurement include:

- a) Design and development of a customer centric portal, that utilizes intuitive design, and provides search options to enable citizens to find government services and information quickly and easily.

- b) Customizable applications and/or applications developed for the portal that provide electronically delivered services and information to citizens, businesses, and other governmental entities.
- c) Support and maintain the portal hardware, software, and telecommunications facilities, appropriate level of network security on all devices and access points and support the growth in the use of the portal.
- d) Market and publicize the portal's availability to citizens, businesses, and employees in a variety of ways to increase utilization of the services it offers.

The primary responsibilities of the vendor for the Portal Project, though not limited to, will be:

- Propose and after review/approval provide advertising for new services;
- Provide and promote a single point of access to state and local government services
- Provide agencies that have existing revenue generating transaction(s) portal services at no additional cost
- All parties to allow for and encourage standards-based integration of back-end data
- Provide end-to-end integration of portal transactions
- Ensure appropriate access, security and confidentiality of transactions and data
- Develop portal without capital investment by the State
- Pursue transaction fees to fund citizen services and premium fees to fund business services
- Develop for review and approval service performance metrics and service level agreements
- Support, monitor, manage and maintain web and security infrastructure

Vendors are to demonstrate relevant skills and experience, though not limited to, in the following categories:

- Portal and transactions design, hosting and operations
- Developing web applications that integrate with existing systems
- Financial stability and capability to meet requirements
- Ability and commitment to promote usage of portal and transaction based services.
- Financial management experience in benefit sharing relationships.

The vendor's organization, at a minimum, is to have the following skill sets/capabilities:

- Program Management Office and Project Management
- Contract Management; Performance Monitoring; Metrics;
- Architecture
- Quality assurance/quality control; value engineering review; estimating
- Fee Collection; Fee Management;

- Business Needs Requirement Prioritization
- Design; Development & Testing
- Operations – Hosting; Maintenance; Back-up; Systems Administration;
- Awareness; Marketing;
- Security

Indicative Initiatives

- Payment Engine available for use by State, county and municipality entities
- License Renewal
- VPN/secure network services

This RFQ is a competitive selection process and bidders are to distinguish themselves by efficiently and effectively demonstrating their benefit sharing, self funded portal skills, experience and capabilities with their SOQ proposals. Bidders are encouraged to propose innovative, novel approaches in accordance with the Project's vision and objectives addressing such aspects as Innovative benefit management approach, Technical web-design expertise and cost effective scale-up and hosting.

4.0 Content of Statement of Qualifications

This section describes minimum information that must be included in the SOQ. The proposed SOQ is to follow the outline of this section. Proposers are to provide brief, concise information that addresses the requirements of the Project and are encouraged to submit novel, innovative approaches to demonstrate relevant skills and experiences. If there are areas where the vendor proposes an alternate approach, discussion reasoning is to be provided as to the benefits of the suggested alternative.

4.1 Introduction

Provide a letter identifying the names and roles of the vendor's participants. Identify one person as the vendor's point of contact with their address, telephone numbers and email address. An authorized representative of the vendor's organization must sign the letter. If the vendor is a joint venture that is not a legal entity then the joint venture members are to sign the letter. There is to be a statement that the vendor accepts the terms and conditions of the RFQ without exception or amendment.

4.2 Organization and Experience

The Vendor is to state its organization's capabilities to effectively manage and carry out the activities involved in the design, build, operation, support and maintenance of the Portal.

4.2.1 Organizational Structure

The vendor is to identify and discuss the roles and responsibilities of the participants and key individuals. Any change to a vendor's organization is to be immediately identified to OIT identifying such removal, replacement or addition.

4.2.2 Organization Chart

The vendor is to provide an organizational chart identifying the participants and the major functions they are to be responsible for along with their reporting relationships. The information is to indicate the functional structure down to the respective discipline leader.

4.2.3 Experience

Describe no more than five portal projects with an emphasis on benefit sharing self-funded design, build, operation, support and maintenance projects. Describe the experiences of those projects and how they apply to Colorado's Portal Project. Provide the customer and reference contact information, contract milestone dates and prices, identify the associated fees, payback periods and pricing models, and vendor participants involved with their respective roles.

4.3 Project Team and Key Individuals

Resumes of key individuals are to be provided and are to be limited to one page each, highlighting directly related experience. The respective project team's location(s) are to be identified. Resumes submitted are expected to be of individuals contemplated to staff this Project. Those individuals anticipated to be limited time consultants to the proposed Project team are to be so identified.

4.4 Project Approach

Vendors are to discuss their understanding, approach and problem solving techniques to the various elements of a benefit sharing, self-funded, sustainable infrastructure and application development portal program. Subject matter areas such as, but not limited to, to be discussed are:

- Involvement and coordination with federal, county and municipalities;
- Identifying and prioritizing initiatives with focus groups;
- Estimating, pricing and compensation fee models to pay for the baseline responsibilities as well as new initiatives;
- ADA compliance approach;

- Key infrastructure elements;
- Application development, implementation, support and maintenance;
- Schedule for provision of initial portal infrastructure and applications.
- Coordinating project priorities - technical, financial and application – approach to manage and resolve the competing interests.
- Security and Identity management solution

4.5 Project Management and Administration

Vendors are to discuss their approach to managing and administering the Project addressing such elements as initiative management, contract management, scheduling, cost accounting and quality control.

4.6 Legal and Financial

The vendor is to provide assurances as to how it will meet the required financial commitments, how the funding investment will be recouped and examples of the proposed funding model together with where it has been successfully used. The legal structure of the vendor's organization is to be provided as it relates to providing and achieving the Project's objectives and commitments. If the vendor's organization has not yet been formed, provide a brief description of the proposed structure and underlying agreements.

The vendor is also to provide descriptions of any portal or governmental infrastructure/application development project that in the last five years resulted in assessment of liquidated damages and/or termination for cause or required completion by another party. Describe the reason for liquidated damages, termination, amounts involved, project's owner representative and contact phone number.

5.0 Evaluation Process

The information in the submitted SOQs will be measured against the evaluation criteria in this Section. The SOQs will be scored in the procedure discussed in this Section.

The Evaluation Committee will score each vendor's response against criteria set forth in this RFQ. The factors that will be evaluated within each response section will include, but not limited to, the following elements:

Organization and Experience

- Experience in projects of similar size and scope

- Effective organization authority and structure
- Realistic, efficient and effective management
- Project references

Project Team and Key Individuals

- Project team experience of similar scope and complexity
- On time and within budget completion of similar projects
- Experience of team members working together
- Key individual experience, capabilities and functions on similar projects

Project Approach

- Understanding Project scope and objectives
- Understanding goals for the Project
- Sufficiency to develop and achieve Project scope and objectives
- Addressing required interaction with all participants
- Understanding the impacts and issues of the respective participant groups
- Infrastructure sufficiency
- Application development and maintenance approach

Project Management and Administration

- Effective contract management tools and approach
- Understanding and managing community interests and local/state government requirements
- Effective project management tools and approach
- Initiative management approach

Legal and Financial

- Financial stability and capability
- Experience, approach and success with self-funded projects
- Project difficulties

Each evaluation criteria has a maximum number of points reflecting its relative importance. Each Evaluation Committee members will evaluate and score each SOQ. Any Evaluation Committee member may or may not assign the maximum score for any criteria. After completion of the individual ratings, the Evaluation Committee will assemble and discuss each vendor's submittal. Members may alter their ratings during the meeting, any changes are to be based solely on the criteria of this RFQ. The total score of each vendor will be the sum of the scores of the Committee for that vendor.

Upon completion of the evaluation, total scores for each vendor's SOQ will be calculated and the ranked list of vendors examined. At that point at least two, but not more than five vendors will be short-listed. If only one vendor responds to the RFQ or remains on the short list, OIT may rebid as deemed necessary. OIT reserves the right to reject any or all of the SOQs. OIT also reserves the right to waive any irregularities or technicalities in considering or evaluating the SOQs. Upon completion of the short-listing process, OIT will send the names of the short listed vendors to all Proposers.

6.0 RFP Stage

This Section is for informational purposes only to summarize the second stage of the Project's procurement process. Successful vendors that were short listed will be eligible to receive the RFP. **ONLY SHORT LISTED VENDORS WILL BE ALLOWED TO SUBMIT A RESPONSE TO THE RFP.**

7.0 RFQ Terms and Conditions

These RFQ terms and conditions govern this solicitation. Vendors are to acknowledge acceptance of these terms and conditions in their SOQ introduction letter to receive consideration of their submittal.

Evaluation and selection of the short listed vendors are at the sole discretion of the Evaluation Committee and decisions are final.

COLLUSIVE BIDDING- The contractor's signature on the State of Colorado's Request for Qualification form is a guarantee that the SOQ proposed has been arrived at without collusion with other vendors. Vendors are not restricted to forming joint ventures, partnerships or consortia, however if any participant is working in more than one such proposal team, that participant is to establish reasonable controls so as to not permit any flow of information across or amongst proposal teams and their submittals.

The State of Colorado will not be responsible for any costs incurred by any vendor in the generation or submission of its SOQ, visits, presentations given to personnel or its designees, documentation provided to personnel or its designees, production of any literature, or any other costs incurred while participating in the proposal and evaluation process.

All proposals and accompanying documentation provided in response to the Request for Proposal, or in support of a response to the RFQ, will become the property of the State of Colorado.

The State of Colorado will exercise reasonable efforts to limit circulation of vendor's proprietary materials to State of Colorado personnel or their designees. Vendors must mark

any submitted material, which they regard as confidential with a "PROPRIETARY MATERIAL" designation. Due to the public nature of the institution, the State of Colorado cannot guarantee that submitted materials will not be reviewed by outside parties. In any case, the State of Colorado will not be responsible for the inadvertent or accidental release of such materials to unauthorized parties.

The State of Colorado reserves the option to request an on-site presentation from any vendor who submits a response to the Request for Proposal.

OIT may consider informal any SOQ not prepared and submitted in accordance with the provisions of this RFQ, and reserves the right to waive any and all informalities or to reject any and all proposals.

The Pre-bid Q&A Meeting is not mandatory. If a vendor is not going to attend the Pre-bid Q&A Meeting and has questions, such questions must be submitted no later than 8:00 am MST, 20 January 2004. To receive answers to the questions submitted as well as any RFQ addendum, vendors have to submit a completed Intent to Bid form, see attached, no later than 8:00 am MST, 20 January 2004.

NOTIFICATION OF INTENT TO BID

**State of Colorado
Office of Innovation & Technology
COLORADO.gov Portal Project**

Date Issued: 12 January 2004

Intent to Bid Due Date: 8:00 AM, 20 January 2004

SOQ Bid Closing Date: 5:00 PM, 30 January 2004

Contractor Name:	
Contractor Address:	
Contact Person:	
E-mail Address:	
Telephone Number:	
Fax Number:	

Potential contractors should hand deliver, return by facsimile or e-mail the Notification of Intent to Bid form to the contact person shown in Section 2.3. It is preferred that Form B, Notification of Intent To Bid, be sent via e-mail to Paul Robinson, but may be hand delivered to the Office of Innovation & Technology, Attn: Paul Robinson, 225 East 16th Ave., Suite 900, Denver, CO 80203 or sent via facsimile to (303) 866 6454.

Appendix D – Colorado Portal Initiative Request for Proposals



State of Colorado

Governor's Office of Innovation & Technology

Design, Build, Operate, Support and Maintain Statewide Web Portal Project

Request for Proposal

Version 29 Jan 04

Draft Copy # _____

Signed out to: _____

1.0 Introduction

The State of Colorado Governor's Office of Innovation and Technology (OIT) is conducting the second phase of its two-phase competitive proposal process to select Colorado's Portal Project vendor. OIT is requesting Proposals from the down-selected vendors from the Request for Qualifications (RFQ) phase for the design, build, operation, maintenance and support of the Colorado.gov Portal. This Request for Proposal (RFP) is available for response to only those vendors that participated in and were down-selected in the RFQ Phase. The Portal Project will consist of inter/intra/extra-net infrastructure and application development that is to be paid for under a benefit sharing, self-funding model.

Proposals are to provide the detailed performance, technical and functional solutions together with the commercial solution consisting of comprehensive cost element breakdowns and the proposed revenue sharing model(s). The work carried out under this Project will be contracted for using a modified task order system that will provide the mechanisms for the costing and the benefit sharing of the respective tasks.

2.0 Project Background

The Colorado State Legislature passed Senate Bill 03-336, The Statewide Internet Portal Bill. The Bill stipulates that the goal of state government should be to do more with less and provide efficient and effective services for citizens through the use of innovative technology solutions that maximize the utilization of its existing human and physical capital in conjunction with the application of new technologies that can be supplied by outside vendors. An efficient, effective, and user-friendly statewide internet portal will serve as a place where citizens can electronically access state government information, products, and services and will make state government more accessible. The Portal Project is the implementation and execution of this plan.

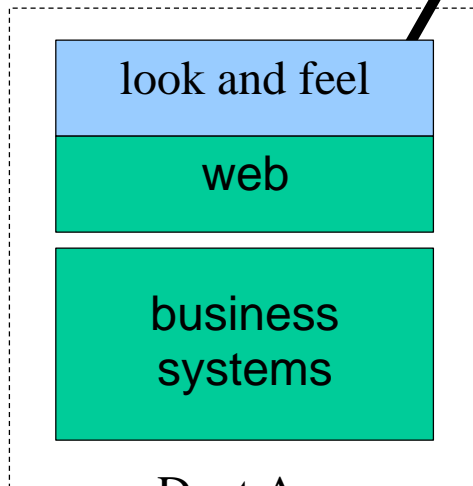
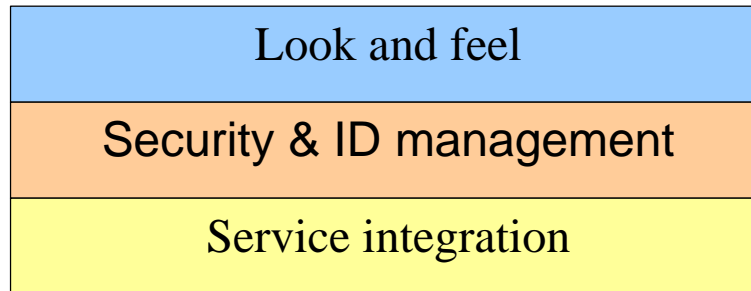
The RFQ relayed that portal initiatives in other states were surveyed and identified the critical success factors necessary for the long-term viability of successful, thriving portal initiatives - governance, funding, adoption, and technology. These factors are to be addressed in your proposals. The proposed approach needs to address the following goals and objectives:

- Build once, use many
- Minimize 10 year lifecycle cost
- Maximize reliability, supportability and ease of application integration
- Leverage business partnerships to maximize value
- Co-Source to maximize performance
- Quarterly, time phased deliverables

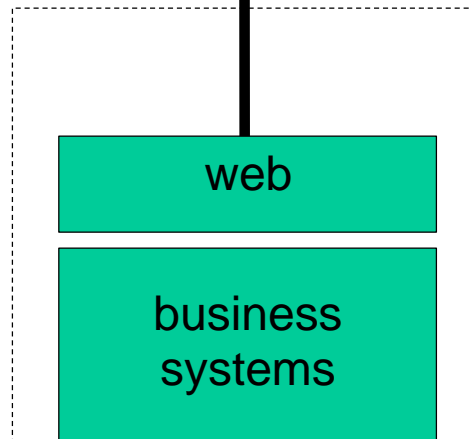
The following page provides a schematic of the different needs and requirements fulfillment that entities will be requesting/expecting from the Portal.



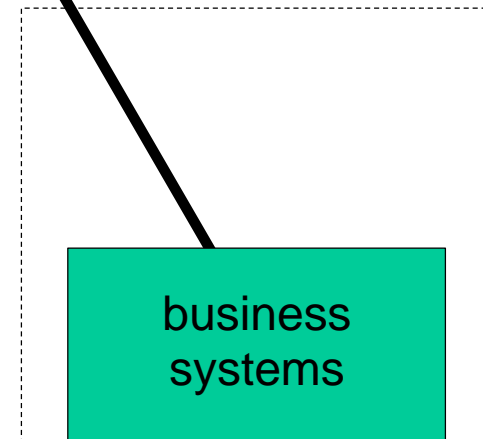
Intrusion
detection



Dept A



Dept B



Dept C



Lastly, it is emphasized that the Portal owns the user experience. And, the Portal owns the common service applications.

2.1 RFP Schedule

OIT will proceed with the following dates as the Project's procurement milestones leading to contract award. This schedule is subject to revision.

Issue Directed RFP	17 February 2004
RFP pre-bid Q&A Meeting	23 February 2004
RFP Q&As published	27 February 2004
RFP proposals due	8 March 2004
Contract Award	5 April 2004

2.2 RFP Communications and Submittal Requirements

OIT is the sole point of contact for questions and answers regarding this RFP. Please address any and all inquiries and comments regarding the Project by fax, email or letter. Only written inquiries received prior to 8:00 AM on 23 February 2004 will be accepted and responded to. The RFP Pre-Bid meeting will take place in OIT's Offices at 225 East 16th Ave. at 1:00 PM on 23 February 2004.

Mail: Paul Robinson
Governor's Office of Innovation & Technology
225 East 16th Ave., Suite 900
Denver, CO 80203

Fax: (303) 866 6454

Email: paul.robinson@state.co.us

Due Date, Time and Location

All proposals to be considered must be received by post or hand delivery by 5:00 pm, Mountain Standard Time, 8 March 2004 and delivered to:

Governor's Office of Innovation & Technology
225 East 16th Ave., Suite 900
Denver, CO 80203

Any proposal that fails to meet the submission deadline will be rejected without opening, consideration or evaluation.

Format and Quantities

Vendors are to submit six (6) hard copies not exceeding two hundred (200) pages.

3.0 Portal Requirements

The following is the outline description of the baseline activities that the selected Portal vendor will be responsible for. The list is intended to be a comprehensive list of activities, accordingly if the vendor approach is different, how their proposed solution achieves service delivery is to be identified in sufficient detail. Likewise if a service, operation or support element has been overlooked this is to be identified and discussed.

1. Portal Management

- 1.1. Project Management
 - 1.1.1. Scope Management
 - 1.1.2. Planning & Scheduling
 - 1.1.3. Quality Management
 - 1.1.4. Risk Management
 - 1.1.5. Project Reporting
 - 1.1.6. Performance Metrics
 - 1.1.7. Problem Identification & Resolution
 - 1.1.8. Governance
- 1.2. Customer Satisfaction
- 1.3. Policy
- 1.4. Architecture
- 1.5. Standards
 - 1.5.1. Development Methodology
 - 1.5.1.1 Modularity
 - 1.5.1.2 Design Artifacts
 - 1.5.1.3 Programming Language(s)
 - 1.5.1.4 Annotated source code
 - 1.5.2. QA/QC standard (IEEE Software Engineering Standards or equivalent)
 - 1.5.3. Americans with Disabilities Act (ADA) compliance
 - 1.5.4. Adherence to State IT Standards

2. Constituent Needs

First assessment immediately, then at least annually via user surveys and next steps identification of an outside to inside analysis approach of state/county/municipality gap analysis and introducing G2G, G2B, G2C and G2E initiatives.

- 2.1. Internal/External Survey – what others have, what we have
- 2.2. User Focus Groups
- 2.3. Marketing
 - 2.3.1. Internal/External Communications
 - 2.3.2. Product Definition
 - 2.3.3. Service Pricing and Analysis
 - 2.3.4. Awareness Program / Advertising

2.3.5. Adoption rate tracking – new/existing applications

2.3.6. Notification of new and Changed Services

2.4. Prioritized Recommendations

3. Look and Feel Refresh

First refresh immediately, then annually.

3.1. Requirements Refinement

3.2. Alternative Investigation and Evaluation

3.3. Recommendations

3.4. Approval to Proceed

3.5. Build

4. Portal Infrastructure

4.1. Requirements Refinement

4.2. Alternative Investigation and Evaluation

4.3. Recommendations

4.4. Approval to Proceed

4.5. Build

4.6. Operation, Expansion, Support, Maintenance

5. Identity Management

5.1. Requirements Refinement

5.2. Alternative Investigation and Evaluation

5.3. Recommendations

5.4. Approval to Proceed

5.5. Build

5.6. Operation, Expansion, Support, Maintenance

6. Security Management

6.1. Requirements Refinement

6.2. Alternative Investigation and Evaluation

6.3. Recommendations

6.4. Approval to Proceed

6.5. Build

6.6. Operation, Expansion, Support, Maintenance

7. Application Integration Toolset

7.1. Requirements Refinement

7.2. Alternative Investigation and Evaluation

7.3. Recommendations

7.4. Approval to Proceed

7.5. Build

7.6. Operation, Expansion, Support, Maintenance

8. Content Management Toolset

8.1. Requirements Refinement

- 8.2. Alternative Investigation and Evaluation
- 8.3. Recommendations
- 8.4. Approval to Proceed
- 8.5. Build
- 8.6. Operation, Expansion, Support, Maintenance

9. Portal Operation and Hosting (website, security, network, application)

- 9.1. Monitoring, Alerting, Reporting, Response
- 9.2. Capacity Planning and Management
- 9.3. Performance Tuning
- 9.4. Backup/Restore Operations
- 9.5. System Upgrade Management
- 9.6. Configuration Management
- 9.7. Software Release
- 9.8. DNS Management
- 9.9. Digital Certificate Management
- 9.10. Application maintenance and support
- 9.11. Business Continuance/Disaster recovery solution

10. Electronic Payment Engine

- 10.1. Requirements Refinement
- 10.2. Alternative Investigation and Evaluation
- 10.3. Recommendations
- 10.4. Approval to Proceed
- 10.5. Build
- 10.6. Operation, Expansion, Support, Maintenance

11. Communication/Collaboration Tool – Email, Calendar and other

- 11.1. Requirements Refinement
- 11.2. Alternative Investigation and Evaluation
- 11.3. Recommendations
- 11.4. Approval to Proceed
- 11.5. Build
- 11.6. Operation, Expansion, Support, Maintenance

12. Portal Applications

- 12.1. Government-Government applications
- 12.2. Government-Business applications
- 12.3. Government-Constituent applications
- 12.4. Government-Employee applications
- 12.5. Government-Enterprise applications
- 12.6. Back office integration applications
- 12.7. Business Process Change Management

13. Help Desk and Training

- 13.1. Customer Service

- 13.1.1. On-line Help Information
- 13.1.2. Email Support
- 13.1.3. Telephone Support
- 13.2. Training and Process Improvement

14. Transaction Fund

- 14.1. Setup
- 14.2. Administration

4.0 Task Order Process

The task order contract model is to be the vehicle used for defining and carrying out the Portal Project activities. There will be a variation from the traditional task order mechanisms as dictated by the benefit sharing, self-funded agreement. In addition to the basic components of the task order, a business case identifying the need, proposed solution(s), constituent utilization, adoption rates and fees driving the initiative's breakeven point and thereafter the benefit sharing.

Task order proposals will be initiated from either the State or the selected vendor with sufficient information to allow for the parties to make a decision as to whether the proposed task order is to be progressed to a scoped/scheduled/priced set of requirements, suspended to a future date or not to be pursued.

Task orders that are pursued shall at a minimum contain the business case, objective, requirements, development and delivery schedule, acceptance criteria, cost element breakdown, and price/benefit sharing details including the estimated payment schedule. The amount of detail, such as technical, performance and/or functional specifications in addition to a statement of work, will be dictated by the respective activity's extensiveness and complexity.

Upon completion of the task order proposal, the vendor and the State will negotiate the task order to agreement. No work is to be progressed or costs to be incurred until the parties sign the respective task order.

5.0 Funding Model and Commercial Agreement

The benefit sharing, self-funding relationship will need to address various elements of the Portal Project such as infrastructure implementation and operations, and initiative(s) development. On the compensation side of the relationship will be the Transaction Fund where monies from transaction and convenience fees will be deposited and distributed. The fees will come from internet, intranet and extranet applications and services as well as other possible revenue sources.

On the cost accounting side procedures and rules governing the cost plus fee relationship need to be comprehensively, fairly and accurately captured, priced and tracked. If there are going to be labor categories, the vendor will need to demonstrate the relationship between the labor rates of the individuals of that particular category with respect to their on-going level of participation. The cost

element breakdown for labor costs is to provide unburdened direct labor costs, fringe benefits, overhead, G&A and fee/profit. Third party provided product costs for items such as hardware and software are to provide any additional processing/administrative charges. Subcontractor provided services are to provide the same level of detail, as that provided by the vendor for its services.

It should be noted there will be the facility to utilize special provisions within work orders for a particular initiative's situation. It should also be noted that the State shall own all data provided, generated or handled through the Project. Customer data collected through the Project is not to be used for any other purpose except for the intended use of the respective application.

6.0 Open Architecture

The vendor's solution must pursue and deliver an enterprise system development and content approach under open system architecture providing system(s) scalability, portability, reliability and usability. The vendor's standards solution, approach and strategy as to how its infrastructure and applications support open systems architecture is integral in achieving best value infrastructure and systems scalability, portability, reliability and usability. Reliance on development of proprietary solutions is inconsistent with maximizing the value for the parties of benefit sharing and shared services opportunities of enterprise systems. If a vendor's solution does rely on proprietary solutions information is to be provided as to how operation, maintenance, support and future enhancement activities will be achieved after the term of the Contract.

7.0 Proposal Contents

This section describes minimum information to be included in the proposal. Proposers are to provide concise, sufficient description of their approach and solution to the respective requirements of the Project. Proposers are encouraged to submit novel, innovative approaches to demonstrate relevant skills and experiences. If there are areas where the vendor proposes an alternate approach, reasoning is to be provided as to the benefits of the suggested alternative.

In the respective categories vendors are to specify with appropriate details, as applicable, hardware, software, applications and/or tools identifying the product, function, licensed or developed, implementation methodology and on-going operations, maintenance and support activities. In the Financial section there is to be a corresponding list of these items containing costing information and methodology of how the product will be paid for in its entirety or the marginal operating costs together with the proposed funding source. **FINANCIAL INFORMATION IS NOT TO BE INCLUDED IN OTHER SECTIONS OF THE VENDOR'S PROPOSAL!**

7.1 Introduction

Provide a letter identifying the names and roles of the vendor's participants. Identify one person as the vendor's point of contact with their address, telephone numbers and email address. An authorized representative of the vendor's organization must sign the letter. If the vendor is a joint venture that is not a legal entity then the joint venture members are to sign the letter. There is to be a statement that the vendor accepts the terms and conditions of the RFP without exception or amendment.

7.2 Project Approach

The Vendor is to describe its solution for the fully built portal following and using the outline of baseline activities of the Portal Requirements in Section 3.0 above. The vendor is to provide sufficient information to demonstrate its organization's and its proposed team's capacity and capabilities to effectively design, build, operate, support and maintain the Portal.

The Vendor is to discuss at least two situations where they progressed opportunities identified from constituent surveys and progressed successful initiatives addressing opportunity identification and refinement, prioritization management, implementation methodology, success keys and issues encountered together with their solutions.

7.3 Project Management

The vendor is to identify and discuss the roles and responsibilities of its team from initial Portal Office setup activities through to the completion of the first year of operations. The vendor is to provide an implementation plan and schedule, discuss its initiative proposal process and describe its methodology and involvement with process engineering supporting and ensuring initiative success.

Any change to the vendor's organization from that proposed in the RFQ Phase is to be identified. The vendor is to provide more detailed information augmenting their SOQ organizational chart identifying the participants and how their approach will successfully achieve their implementation plan and the respective operations' service level agreements.

7.4 Infrastructure Solution

The vendor is to submit its proposal for the following specific infrastructure requirements solution, with timelines, costs (to be included in the Commercial and Financing Section of the Proposal), components (hardware/software) and cost recovery approach:

- a) Provide an Enterprise Directory implementation plan providing Identity Management, Email, and Provisioning to support 20,000 users initially, migrating to 1m users by month 12 and 4M users by month 36;
- b) Webserver/AppServer Infrastructure to support Microsoft .NET, IIS, SQL Server Applications;
- c) Webserver/AppServer Infrastructure to support UNIX based applications;
- d) Webserver/AppServer Infrastructure to support access to mainframe legacy (Cobol, VSAM, Natural/Adabas) application access via the portal;
- e) Proposed hosting strategy;
- e) Support plan to efficiently manage this heterogeneous infrastructure;
- f) Identity Management solution to provide authentication, authorization, and audit of all access to portal provided services and applications;
- g) Intrusion Detection / Prevention / Response solution;

h) Portal Integration solution to rapidly and simply integrate services into the portal, whether they currently are available via a department website, become available as a web service, or exist on a legacy system e.g. Microsoft, Unix or Mainframe (Cobol/VSAM, Natural/Adabase)

7.5 Open Architecture

The vendor is to discuss its enterprise system development and content approach and how it's open system architecture solution provides system(s) scalability, portability, reliability and usability. The vendor is to discuss how its solution, approach and strategy to infrastructure and applications support open systems architecture and will achieve best value infrastructure and systems through low cost development, implementation and operations.

Option – Legislative Matters

The vendor is to discuss its involvement, experience and solutions developing and operating a statewide portal with respect to State and Federal legislative and administrative matters. Matters such as identifying legislation that needs to be in place and working with various state and federal funding and budget sources are to be addressed.

Option – Infrastructure Alternate

The State of Colorado's Department of Personnel and Administration has a data center. One possible infrastructure solution would involve utilizing the available resources of this facility. These resources consist of < to be provided>.

7.6 Commercial Proposal

The Commercial and Financing Proposal is to contain two sections, one is to be the Commercial Proposal consisting of the costing elements and the other is to be the Financial Proposal consisting of the financing side of the Project.

Commercial Section

The proposal is to provide a comprehensive listing of all costs for services, hardware, software, applications and implementation of the systems to achieve the Project's objectives including the following:

- List of all equipment to be used on the project, including specific descriptions of this equipment
- List of all proposed firms and/or individuals that are to be used as subcontractors on the project.
- Personnel and level of effort of both the Contractor and subcontractors staff.

The legal structure of the vendor's organization is to be provided as it relates to providing and achieving the Project's objectives and commitments. If the vendor's organization has not yet been formed, provide a brief description of the proposed structure and underlying agreements.

Vendors are required to submit itemized cost element breakdown proposals for items described in this RFP under a separately bound cover. All charges and costs are to be included in the cost sheet. All price quotations shall be valid for at least 90 days from the date of proposal opening.

The cost element breakdown supporting the above requirements for the vendor and all subcontractors shall be prepared in the following format:

Direct labor
 Rate
 Hours
Fringe benefits
Overhead
Other Direct Costs
Consultants/Subcontractors
 A
 B
 C
 Total Subcontract
Subtotal
G&A
Total Cost
Fee
Total Cost Plus Fee
Cost of Money

The vendor is to provide detailed supporting information as to the costing methodology of the components of the respective line items. For instance, if management time is part of Direct Costs, then the estimated number of hours for each individual is to be specified. The vendor's proposal must clearly identify the accounting practice under which company management and other support effort is costed. Direct labor costs are to be unburdened. If G&A only is applied to the vendor's costs and not to third party costs this is to be stipulated. If there are different fee rates whether the State or the vendor funds a task order, this is to be identified.

There are to be two costed and priced projects in the Commercial Proposal, one for the vendor's Project solution and the other for the infrastructure solution.

Financing Section

The financing proposal is to deal with the self-funded solution. The vendor is to provide assurances as to how it will meet the required initial investment financial commitments, how the funding investment will be recouped and examples of the proposed funding model together with where it has been successfully used.

The vendor is to describe the functioning of the Transaction Fund, how infrastructure and initiative activities costs will be accounted for, initially financed, revenues and sources estimated, fees collected and distributed to the various cost centers, and then achieving pay off and application fees commencing the benefit sharing phase.

Also, to be addressed is the suggested model as to how applications whose funds have not yet been paid off will be dispositioned

The vendor is to include in the Financing Proposal section any comments about the Portal Agreement's terms and conditions.

Contract Section

Attached to this RFP is the Portal Project Draft Contract. The vendor is to provide any comments it has concerning the Draft Contract in this Section. Any comment to any terms and conditions is to consist of an explanation of the concern or issue together with suggested alternate, equitable language.

8.0 Evaluation Process

Each evaluation criteria has a maximum number of points reflecting its relative importance. Each Evaluation Committee member will evaluate and score each proposal. Any Evaluation Committee member may or may not assign the maximum score for any criteria. After completion of the individual ratings, the Evaluation Committee will assemble and discuss each vendor's submittal. Members may alter their ratings during the meeting; any changes are to be based solely on the criteria of this RFP.

The factors that will be evaluated within each response section will include, but not limited to, the following elements:

Project Management

- Portal Management
- Standards
- Help Desk and Training
- Constituent Needs Solution

Applications

- Service Level Agreement and Metrics
- Portal Applications
- Look and Feel Refresh
- Electronic Payment Engine
- Open Architecture Solution
- Application Integration Solution
- Content Management Solution

Infrastructure Solution

- Portal Infrastructure

Security Solution
Identity Management Solution
Communication/Collaboration Solution
Portal Operation and Hosting

Commercial Proposal
Commercial Section
Financing Section
Draft Contract Section

Upon completion of the evaluation, total scores for each vendor's proposal will be calculated and the ranked list of vendors examined. OIT reserves the right to reject any or all of the proposals. OIT also reserves the right to waive any irregularities or technicalities in considering or evaluating the proposals.

9.0 RFP Terms and Conditions

These RFP terms and conditions govern this solicitation. Vendors are to acknowledge acceptance of these terms and conditions in their proposal introduction letter to receive consideration of their submittal.

Evaluation and selection of the short listed vendors are at the sole discretion of the Evaluation Committee and decisions are final.

COLLUSIVE BIDDING- The contractor's signature on their proposal cover letter is a guarantee that the proposal has been arrived at without collusion with other vendors. Vendors are not restricted to forming joint ventures, partnerships or consortia, however if any participant is working in more than one such proposal team, that participant is to establish reasonable controls so as to not permit any flow of information across or amongst proposal teams and their submittals.

The State of Colorado will not be responsible for any costs incurred by any vendor in the generation or submission of its proposal, visits, presentations given to personnel or its designees, documentation provided to personnel or its designees, production of any literature, or any other costs incurred while participating in the proposal and evaluation process.

All proposals and accompanying documentation provided in response to the Request for Proposal, will become the property of the State of Colorado.

The State of Colorado will exercise reasonable efforts to limit circulation of vendor's proprietary materials to State of Colorado personnel or their designees. Vendors must mark any submitted material, which they regard as confidential with a "PROPRIETARY MATERIAL" designation. Due to the public nature of the institution, the State of Colorado cannot guarantee that submitted materials will not be reviewed by outside parties. In any case, the State of Colorado will not be responsible for the inadvertent or accidental release of such materials to unauthorized parties.

The State of Colorado reserves the option to request an on-site presentation from any vendor who submits a response to the Request for Proposal.

OIT may consider informal any proposal not prepared and submitted in accordance with the provisions of this RFP, and reserves the right to waive any and all informalities or to reject any and all proposals.

The Pre-bid Q&A Meeting is not mandatory. If a vendor is not going to attend the Pre-bid Q&A Meeting and has questions, such questions must be submitted no later than 8:00 am MST, ## February 2004. All vendors will receive answers to the questions submitted as well as any RFP addendum, no later than 8:00 am MST, ## February 2004.



Appendix E – Arizona Legislation

Provide the enabling legislations that Arizona has put in place over the last 6 years in support of online transactions, GITA and the [Arizona@YourService](#) portal initiative.

Source: Arizona Revised Statutes 2003

Chapter 32	GOVERNMENT INFORMATION TECHNOLOGY AGENCY
Article 1	General Provisions
41-3501	Definitions
41-3502	Government information technology agency; director; compensation
41-3503	Powers and duties of director
41-3504	Powers and duties of the agency; violation; classification
41-3505	Information technology fund
Article 2	Information Technology Authorization Committee
41-3521	Information technology authorization committee; members; terms; duties; compensation; definition

41-3501. [Definitions](#)

In this chapter, unless the context otherwise requires:

1. "Agency" means the government information technology agency.
2. "Budget unit" means a department, commission, board, institution or other agency of the state organization receiving, expending or disbursing state funds or incurring obligations of the state including the board of regents and the state board of directors for community colleges but excluding the universities under the jurisdiction of the board of regents and the community colleges under their respective jurisdictions and the legislative or judicial branches.
3. "Committee" means the information technology authorization committee.
4. "Director" means the director of the agency.
5. "Disaster recovery" means the measures required to mitigate the loss of information technology capability.
6. "Information technology" means all computerized and auxiliary automated information processing, telecommunications and related technology, including hardware, software, vendor support and related services, equipment and projects.

41-3502. [Government information technology agency; director; compensation](#)

- A. The government information technology agency is established.
- B. The governor shall appoint a director of the agency pursuant to section 38-211 to serve at the pleasure of the governor.
- C. The director is eligible to receive compensation as determined under section 38-611.

41-3503. Powers and duties of director

The director shall:

- 1. Serve as chief information officer for information technology.
- 2. Establish minimum qualifications for each position authorized for the agency. The qualifications shall be subject to the review of the information technology authorization committee.
- 3. Employ, determine the conditions of employment and prescribe the duties and powers of administrative, professional, technical, secretarial, clerical and other persons as may be necessary in the performance of the department's duties and contract for the services of outside advisors, consultants and aides as may be reasonably necessary. Employees of the agency are exempt from chapter 4, article 5 of this title but shall meet the minimum qualifications established pursuant to this section.

41-3504. Powers and duties of the agency; violation; classification

A. For budget units, the agency shall:

- 1. Develop, implement and maintain a coordinated statewide plan for information technology. This includes:
 - (a) Adopting statewide technical, coordination and security standards for information technology.
 - (b) Serving as statewide coordinator for information technology resources.
 - (c) Developing a statewide disaster recovery plan.
 - (d) Developing a list of approved agency projects by priority category.
 - (e) Developing a detailed list of information technology assets owned, leased or employed by this state.
 - (f) Evaluating and either approving or disapproving budget unit information technology plans. Budget units shall submit information technology plans that include quality assurance plans and disaster recovery plans to the agency each year on or before September 1. The legislative and judicial departments of state government shall submit information technology plans for information purposes.
 - (g) Evaluating specific information technology projects relating to the approved budget unit and statewide information technology plans. The agency shall approve or reject projects with total costs of at least twenty-five

thousand dollars but not more than one million dollars and may establish conditional approval criteria including procurement purchase authority. If the total project costs exceed one million dollars the agency shall evaluate the project and make recommendations to the committee. Beginning on June 1, 1998, as part of a budget request for an information technology project that has total costs of at least twenty-five thousand dollars, a budget unit shall indicate the status of review by the agency. Projects shall not be artificially divided to avoid review by the agency.

2. Require that budget units incorporate life cycle analysis prescribed by section 41-2553 into the information technology planning, budgeting and procurement processes.
3. Require that budget units demonstrate expertise to carry out information technology plans, either by employing staff or contracting for outside services.
4. Monitor information technology projects that the agency considers to be major or critical, including expenditure and activity reports and periodic review.
5. Temporarily suspend the expenditure of monies if the agency determines that the information technology project is at risk of failing to achieve its intended results or does not comply with the requirements of this section.
6. Continuously study emergent technology and evaluate its impact on this state's system.
7. Advise each budget unit as necessary and report to the committee on an annual basis.
8. Provide to budget units, information technology consulting services it deems necessary, either directly or by procuring outside consulting services.
9. Maintain all otherwise confidential information received from a budget unit pursuant to this section as confidential.
10. Provide staff support to the committee.
11. Subject to section 35-149, accept, spend and account for grants, monies and direct payments from public or private sources and other grants of monies or property for the conduct of programs that it deems consistent with the overall purposes and objectives of the agency.
12. Adopt rules it deems necessary or desirable to further the objectives and programs of the agency.
13. Formulate policies, plans and programs to effectuate the purposes of the agency.
14. Advise and make recommendations to the governor and the legislature on all matters concerning its objectives.
15. Contract and enter into interagency and intergovernmental agreements pursuant to title 11, chapter 7, article 3 with any public or private party.

16. Have an official seal that shall be judicially noticed.

B. The agency shall advise the judicial and legislative branches of state government concerning information technology.

C. The agency may examine all books, papers, records and documents in the office of any budget unit and may require any state officer of the budget unit to furnish information or statements necessary to carry out the provisions of this chapter.

D. The director, any member of the director's staff or any employee who knowingly divulges or makes known in any manner not permitted by law any particulars of any confidential record, document or information is guilty of a class 5 felony.

41-3505. Information technology fund

A. The information technology fund is established for use by the agency and the committee. Monies in the fund are subject to legislative appropriation.

B. Beginning January 1, 1997, state service agencies subject to section 41-764, and, beginning July 1, 1997, all budget units and the legislative and judicial branches of state government, shall contribute a pro rata share of the overall cost of information technology services provided by the agency or committee. The pro rata share is payable by payroll fund source, and the resultant amount shall be deposited in the information technology fund. Beginning January 1, 1997, for state service agencies subject to section 41-764 and beginning July 1, 1997, for all budget units and the legislative and judicial branches of state government, the pro rata share shall be .15 per cent of the total payroll. Total payroll includes all fund sources including the state general fund, federal monies, special revenue funds, intergovernmental revenue monies, trust funds and other payroll fund sources.

C. A claim for the pro rata share percentage payment shall be submitted according to the fund source, with the accompanying payroll, to the department of administration for deposit in the information technology fund.

D. Notwithstanding section 35-190, monies in the information technology fund do not revert to the state general fund at the end of each fiscal year.

41-3521. Information technology authorization committee; members; terms; duties; compensation; definition

A. The information technology authorization committee is established consisting of the following fifteen members:

1. One member of the house of representatives who is appointed by the speaker of the house of representatives and who shall serve as an advisory member.
2. One member of the senate who is appointed by the president of the senate and who shall serve as an advisory member.
3. Four members from private industry who are appointed by the governor pursuant to section 38-211 and who

are knowledgeable in information technology.

4. One local government member and one federal government member who are appointed by the governor and who shall serve as advisory members.

5. Two members who are directors of state agencies and who are appointed by the governor.

6. The administrative director of the courts or the director's designee.

7. The director of the government information technology agency. The director shall be the chairperson of the committee but for all other purposes shall serve as an advisory member.

8. Two members from either private industry or state government who are appointed by the governor.

9. The staff director of the joint legislative budget committee, or the staff director's designee, who shall serve as an advisory member.

B. Committee members who are from private industry serve two year terms. The other members serve at the pleasure of their appointing officers.

C. For all budget units and the legislative and judicial branches of state government, the committee shall:

1. Review established statewide information technology standards and the statewide information technology plan.

2. Review the minimum qualifications established by the director for each position authorized for the agency.

3. Approve or disapprove all proposed information technology projects that exceed a total cost of one million dollars, excluding public monies from county, municipal and other political subdivision sources that are not deposited in a state fund. As part of a budget request for an information technology project that has total costs of more than one million dollars, a budget unit and the legislative and judicial branches of state government shall indicate the status of review by the committee. Projects shall not be artificially divided to avoid review by the committee.

4. Develop a report format that incorporates the life cycle analysis prescribed by section 41-2553 for use in submitting project requests to the committee.

5. Require expenditure and activity reports from a budget unit or the legislative or judicial branches of state government on implementing information technology projects approved by the committee.

6. Conduct periodic reviews on the progress of implementing information technology projects approved by the committee.

7. Monitor information technology projects that the committee considers to be major or critical.

8. Temporarily suspend the expenditure of monies if the committee determines that the information technology

project is at risk of failing to achieve its intended results or does not comply with the requirements of this chapter.

9. Hear and decide appeals made by budget units regarding the agency's rejection of their proposed information technology plans or projects.

10. Report to the governor, the speaker of the house of representatives, the president of the senate, the secretary of state and the director of the Arizona state library, archives and public records at least annually on all matters concerning its objectives. This includes:

- (a) Its review of the statewide information technology plan developed by the agency.
- (b) The findings and conclusions of its periodic reviews.
- (c) Its recommendations on desirable legislation relating to information technology.

11. Adopt rules it deems necessary or desirable to further the objectives and programs of the committee.

D. The committee shall meet at the call of the chairperson.

E. Members of the committee are not eligible to receive compensation but are eligible to receive reimbursement for expenses pursuant to title 38, chapter 4, article 2.

F. For the purposes of this section, "advisory member" means a member who gives advice to the other members of the committee at committee meetings but who is not eligible to vote and is not a member for purposes of determining whether a quorum is present.

41-713. Technology and telecommunications fund

A. A technology and telecommunications fund is established for:

1. Paying costs incurred in operating the telecommunications systems established by sections 41-798 and 41-801.
2. Paying costs incurred for out-of-state communications.
3. Funding the enhancement and extension of Arizona telecommunications systems including any transmission of voice, data, video or graphics images.
4. Funding the acquisition of technology equipment for telecommunications, automation and information to achieve optimum effectiveness, economy and productivity in collecting, storing, interchanging, retrieving, processing, transmitting and securing information.

B. The fund consists of:

1. Legislative appropriations.
 2. Grants, except for otherwise specifically dedicated grants, received for telecommunication and automation operations, consolidation and cost reduction or cost avoidance functions.
 3. Monies derived from implementing and operating a telecommunications and automation program.
 4. Monies derived from the sale or exchange of telecommunications and automation assets or any assets that may be used to provide telecommunication access.
 5. Monies derived from agencies and political subdivisions and other states or their agencies in payment for services provided by Arizona telecommunications systems or the department's automation operation center.
- C. The department of administration shall administer the fund. Separate accounts shall be established to account for monies received and spent pursuant to agreements with other states or their agencies or the Arizona health care cost containment system administration in fulfillment of an agreement entered into pursuant to section 36-2925. The separate accounts are continuously appropriated for the purposes specified in the agreements. All other monies in the fund are subject to legislative appropriation to the department.
- D. In connection with its annual budget request to the legislature, the department shall prepare a report that accounts for all monies deposited in the fund, the sources of the monies received for deposit, the purposes for which the fund monies were used during the preceding fiscal year and the plans for using fund monies during the next fiscal year.
- E. Monies in the fund are exempt from the provisions of section 35-190 relating to lapsing of appropriations.

41-2559. Public-private partnership contracts

- A. A purchasing agency may enter into public-private partnership contracts to finance the technology needs of the purchasing agency. The funding for services under a public-private partnership contract entered into pursuant to this section shall be contingent on and computed according to established performance standards and shall be attributable to the successful implementation of the technology program for the period specified in the contract. A purchasing agency may issue requests for information and requests for proposals to solicit private partners that are interested in providing programs under a contract entered into pursuant to this section.
- B. Each request for proposals issued pursuant to this section shall require each private partner to propose specific performance improvements and measurement approaches to be used to measure the value delivered by the vendor technology solution. The purchasing agency shall include an assessment of the proposed value of the vendor technology solution in its evaluation criteria to select the best value solution for the purchasing agency.
- C. A contract entered into between a purchasing agency and an automated systems vendor shall provide for payment of fees on a contractually specific amount based on the achievement of measured performance improvements that are mutually agreed to by the contractor and the purchasing agency and monies for payment of these fees are not subject to legislative appropriation. The following are subject to review and approval by the

head of the purchasing agency:

1. The terms of contracts entered into pursuant to this section relating to the measurement of the performance improvement attributable to the vendor technology program.

2. Payment of fees based on the achievement of the established performance measures.

D. Before a public-private partnership contract is awarded pursuant to this section, the joint legislative budget committee staff shall be consulted with regard to the potential fiscal impact of the contract to the state. If the joint legislative budget committee staff finds a significant negative fiscal impact to the state, the staff shall report its findings to the joint legislative budget committee.

Chapter 1	BUDGETARY AND FISCAL PROVISIONS FOR STATE AGENCIES
Article 1	General Provisions
35-101	Definitions
35-102	Fiscal year
35-103	Annual financial reports

35-101. Definitions

In this chapter, unless the context otherwise requires:

1. "Allotment" means the allocation of an appropriation or other fund source over a full fiscal year within a budget program or expenditure class.

2. "Annual budget unit" means the following agencies:

(a) The department of education.

(b) The Arizona board of regents.

(c) Arizona state university.

(d) Arizona state university west campus.

(e) Arizona state university east campus.

(f) The university of Arizona.

(g) Northern Arizona university.

(h) The state board of directors for community colleges.

- (i) The school facilities board.
 - (j) The department of economic security.
 - (k) The state department of corrections.
 - (l) The department of juvenile corrections.
 - (m) The Arizona health care cost containment system.
 - (n) The department of health services.
 - (o) The department of administration.
 - (p) The department of transportation.
 - (q) The judiciary, including the supreme court, the court of appeals and the superior court.
3. "Authorized agent" means a commercial enterprise contracted to process transactions on behalf of a state agency.
4. "Biennial budget unit" means any department, commission, board, institution or other agency of the state organization receiving, expending or disbursing state funds or incurring obligations against the state that is not an annual budget unit.
5. "Budget estimates" means statements with accompanying explanations, as provided by this chapter, in which a budget unit states its financial requirements and requests appropriations.
6. "Budget program" means functions and activities of a budget unit or within a budget unit that are preplanned to fulfill a distinct mission.
7. "Budget unit" means any department, commission, board, institution or other agency of the state organization receiving, expending or disbursing state funds or incurring obligations against the state. Budget unit includes the annual budget units and biennial budget units.
8. "Cardholder" means any person:
- (a) Named on the face of a credit card to whom or for whose benefit the credit card is issued by an issuer.
 - (b) In possession of a credit card with the consent of the person to whom the credit card was issued.
9. "Claim" means a demand against the state for payment for either:
- (a) Goods delivered or, in the case of highway construction, goods or facilities to be delivered, by the federal government.

(b) Services performed.

10. "Convenience fee" means an additional fee that is imposed by an authorized agent on an electronic transaction and that would not be charged if the same transaction were completed in person.

11. "Credit card" means:

(a) Any instrument or device, whether known as a credit card, charge card, credit plate, courtesy card or identification card or by any other name, issued with or without a fee by an issuer for the use of the cardholder in obtaining money, goods, services or anything else of value, either on credit or in possession or in consideration of an undertaking or guaranty by the issuer of the payment of a check drawn by the cardholder, on a promise to pay in part or in full at a future time, whether or not all or any part of the indebtedness represented by this promise to make deferred payment is secured or unsecured.

(b) Any debit card, electronic benefit transfer card or other access instrument or device, other than a check that is signed by the holder or other authorized signatory on the deposit account, that draws monies from a deposit account in order to obtain money, goods, services or anything else of value.

(c) Any stored value card, smart card or other instrument or device that enables a person to obtain goods, services or anything else of value through the use of value stored on the instrument or device.

(d) The number assigned to an instrument or device described in subdivision (a), (b) or (c) of this paragraph even if the physical instrument or device is not used or presented.

12. "Discount fee" means the fee calculated and charged by the card issuer or the processing financial institution, pursuant to a merchant agreement for the processing of any credit card transaction.

13. "Encumbrance" means an obligation in the form of any purchase order, contract or other commitment which is chargeable to an appropriation or any other authorized fund source and for which a part of the fund source is reserved. It ceases to be an encumbrance when paid or canceled.

14. "Expenditure class" means one of the kinds of expenditure denoting a class of services or commodities purchased or properties acquired as specified in the classification of expenditures prescribed by the director of the department of administration for use in expenditure accounting, in making budget estimates and in the budget reports and budgets.

15. "Issuer" means any business organization, state agency or financial institution, or its duly authorized agent, that issues a credit card.

16. "Prepayment" means the payment of a claim before receiving the goods or services.

17. "Purchase order" means a document that is signed by the appropriate agency authorized signatory, that requests a vendor to deliver described goods or services at a specific price and that on delivery and acceptance of the goods or services by this state becomes an obligation of this state.

18. "Transaction amount" means the total amount due to the state for any goods, service or license or anything

else of value.

35-142. Monies kept in funds separate from state general fund; receipt and withdrawal

A. All monies received for and belonging to the state shall be deposited in the state treasury and credited to the state general fund except the following, which shall be placed and retained in separate funds:

1. The unexpendable principal of monies received from federal land grants shall be placed in separate funds and the account of each such separate fund shall bear a title indicating the source and the institution or purpose to which such fund belongs.
2. The interest, rentals and other expendable money received as income from federal land grants shall be placed in separate accounts, each account bearing a title indicating the source and the institution or purpose to which the fund belongs. Such expendable monies shall be expended only as authorized, regulated and controlled by the general appropriation act or other act of the legislature.
3. All private or quasi-private monies authorized by law to be paid to or held by the state treasurer shall be placed in separate accounts, each account bearing a title indicating the source and purpose of such fund.
4. All monies legally pledged to retirement of building indebtedness or bonds issued by those institutions authorized to incur such indebtedness or to issue such bonds shall be placed in separate accounts.
5. Monies of a multi-county water conservation district authorized by law to be paid to or held by the state treasurer shall be placed in separate accounts, each account bearing a title indicating the source and purpose of such fund.
6. All monies collected by the Arizona game and fish department shall be deposited in a special fund known as the state game and fish protection fund for the use of the Arizona game and fish commission in carrying out the provisions of title 17.
7. All federal monies that are received by the department of economic security for family assistance benefits and medical eligibility as a result of efficiencies developed by the department of economic security and that would otherwise revert to the state general fund pursuant to section 35-190 shall be retained for use by the department of economic security in accordance with the terms and conditions imposed by the federal funding source.
8. Monies designated by law as special state funds shall not be considered a part of the general fund. Unless otherwise prescribed by law, the state treasurer shall be the custodian of all such funds.

B. No money shall be received or held by the state treasurer except as authorized by law, and in every instance the treasurer shall issue a receipt for money received and shall record the transaction in the statewide accounting system. No money shall be withdrawn from the treasury except upon the warrant or electronic funds transfer voucher of the department of administration.

C. All federal monies granted and paid to the state by the federal government shall be accounted for in the accounts or funds of the state in the necessary detail to meet federal and state accounting, budgetary and auditing requirements, and all appropriations for matching such federal monies shall be transferred from the

general fund to such separate funds as needed, except as otherwise required by the federal government.

D. Nothing in this section requires the establishment of separate accounts or funds for such federal monies unless otherwise required by federal or state law. The department of administration has the authority to use the most efficient system of accounts and records, consistent with legal requirements and standard and necessary fiscal safeguards.

E. Nothing in this section precludes the creation by the department of administration of a clearing account or other acceptable accounting method to effect prompt payment of claims from an approved budget or appropriation. The department of administration shall report each account or fund established or cancelled to the directors of the joint legislative budget committee and the governor's office of strategic planning and budgeting.

F. Nothing in this section or any other section precludes the use of monies kept in funds separate from the general fund, the interest from which accrues to the general fund, for payment of claims against the general fund, provided sufficient monies remain available for payment of claims against such funds.

G. The department of administration may issue warrants for qualified expenditures of federal program monies before they are deposited in the state treasury. The receipt of federal monies shall be timed to coincide, as closely as administratively feasible, with the redemption of warrants by the state treasurer. The department of administration shall limit expenditures to the amount that has been made available for the use under the grant award by the federal government. The state agency initiating the expenditures is responsible for ensuring that expenditures qualify for coverage under the guidelines of the federal grant award.

H. The department of administration shall establish the policies and procedures for all state agencies for drawing federal monies. When the established method results in federal monies being held by this state, the department of administration may use the interest earned on the monies to pay the federal government for any related interest liability. If an interest liability is incurred due to a state agency varying from the established policies and procedures, the department of administration shall charge the appropriate agency account or fund. Interest payment charges to agencies shall be reported by the department of administration to the joint legislative budget committee on or before March 1. Any federal interest liability owed to this state as a result of the delayed federal disbursements shall be used to offset this state's interest liability to the federal government. Any remaining interest earnings shall be deposited in the state general fund.

I. Any state agency or authorized agent of a state agency may accept credit cards pursuant to an agreement entered into by the state treasurer pursuant to section 35-315 for the payment of any amount due to that agency or agent or this state.

J. Except for the department of revenue for tax payments, agencies or authorized agents on behalf of state agencies that accept credit cards shall deduct any applicable discount fee associated with the transaction amount before depositing the net amount in the appropriate state fund. The net amount deposited in the appropriate state fund shall be considered as the full deposit required by law of monies received by the agency. Payment of any applicable discount fee shall be accounted for in the annual report submitted to the governor's office of strategic planning and budgeting in accordance with section 41-1273.

K. Any state agency that contracts with an authorized agent for the electronic processing of transactions pursuant to title 41, chapter 23 may include a provision in the contract to allow the authorized agent to impose a

convenience fee. If allowed, the convenience fee shall be charged to the cardholder in addition to the transaction amount, except for the following:

1. Any permits, licenses or other authorizations needed to pursue a trade or occupation in this state.
2. Any permits, licenses or other authorizations needed to establish, expand or operate a business in this state.
3. Any permits, licenses or other authorizations needed to register and license a motor vehicle or driver in this state.

L. Any state agency or its authorized agent may deduct the convenience fee associated with electronic transactions listed in this subsection before depositing the net amount in the appropriate state fund. The net amount deposited in the appropriate state fund pursuant to subsection K, paragraphs 1, 2 and 3 shall be considered as the full deposit of monies that is required by law and that is received by the agency.

M. When the percentage of electronic transactions first exceeds at least thirty per cent of a state agency's total transactions, the state agency shall perform a cost benefit report, including costs of convenience fees, the amount of revenue generated and any realized cost savings. The state agency shall submit the cost benefit report to the joint legislative budget committee within six months after reaching the thirty per cent threshold.

N. State agencies shall report the number of transactions, the total dollar amount of transactions processed, the total dollar amount of any discount fee and the total dollar amount of any convenience fee charged, deducted or paid pursuant to subsections J and K of this section quarterly to the governor, the government information technology agency and the joint legislative budget committee.

Digital Signatures

41-132. Electronic and digital signatures; exemptions; definitions

A. Unless otherwise provided by law, an electronic signature that complies with this section may be used to sign a writing on a document that is filed with or by a state agency, board or commission and the electronic signature has the same force and effect as a written signature.

B. An electronic signature shall be unique to the person using it, shall be capable of reliable verification and shall be linked to a record in a manner so that if the record is changed the electronic signature is invalidated.

C. A document that contains an electronic signature that is a digital signature shall comply with all of the following:

1. Contain a computer based certificate that identifies the issuing entity and the subscriber, contain the subscriber's public key and be digitally signed by the issuing entity. A valid subscriber to a digitally signed document shall be listed in the certificate, shall accept the certificate and lawfully holds the private key that corresponds to the public key that is listed in that certificate. A person who acquires a private key through theft, fraud, deceit, eavesdropping or other unlawful means does not lawfully hold the private key.
2. Contain a key pair used for verifying a digital signature that has a unique property so that the public key can

verify the digital signature that the private key creates.

3. Be capable of verification by the person having the initial message and the signer's public key as follows:

(a) The person can accurately determine whether the transformation of the message was created by using the private key that corresponds to the signer's key.

(b) The person can accurately determine whether the initial message has been altered since the transformation was made.

D. The following records are not public records and are exempt from public inspection and reproduction pursuant to title 39, chapter 1, article 2:

1. Records containing information that would disclose or may reasonably lead to the disclosure of any component in the process used to execute or adopt an electronic or digital signature if the disclosure would or may reasonably cause the loss of sole control over the electronic or digital signature from the person using it.

2. Records that if disclosed would or may reasonably lead to jeopardizing the security of a certificate issued in conjunction with a digital signature.

E. In this section, unless the context otherwise requires:

1. "Asymmetric cryptosystem" means an algorithm or series of algorithms that provide a secure key pair for a digital signature.

2. "Certificate" means a computer based record that is contained in a document with a digital signature and that identifies the subscriber, contains the subscriber's public key and is digitally signed by the entity issuing the certificate.

3. "Digital signature" means a type of electronic signature that transforms a message through the use of an asymmetric cryptosystem.

4. "Electronic signature" means an electronic or digital method of identification that is executed or adopted by a person with the intent to be bound by or to authenticate a record.

5. "Entity issuing a certificate" means a person who creates and issues a certificate and notifies the subscriber listed in the certificate of the contents of the certificate.

6. "Key pair" means a private key and its corresponding public key in an asymmetric cryptosystem.

7. "Person" means a human being or an organization capable of signing a document, either legally or as a matter of fact.

8. "Private key" means the key of a key pair that is used to create a digital signature.

9. "Public key" means the key of a key pair that is used to verify a digital signature.

10. "Record" means information that is inscribed in a tangible medium or that is stored in an electronic or other medium and that is retrievable in a physically perceivable form. Record includes electronic records and printed, typewritten and tangible records.

11. "Subscriber" means a person who is the subject listed in a certificate, accepts that certificate and holds a private key that corresponds to a public key listed in that certificate.

12. "Transform" or "transform a message" means to subject data in a message to a mathematical change by electronic means.

28-374. Fees and taxes; alternative payment methods; penalties

A. Subject to the limitations of sections 35-142 and 41-2544, the director may enter into agreements for the purpose of accepting payment for fees and taxes imposed under this title by alternative payment methods, including credit cards, debit cards and electronic funds transfers.

B. Before the revenues are transferred to the director as provided in sections 28-2005 and 28-6533, the collecting officer shall deduct any fee charged or withheld by a company providing the alternative payment method under an agreement with the director or the director may reimburse the collecting officer pursuant to an agreement.

C. For a tax year or reporting period that begins on or after January 1, 1998, the department may require by rule that a person who owed twenty thousand dollars or more for the preceding tax year in taxes imposed by chapter 16, article 1 of this title pay taxes on or before the prescribed payment date in monies that are immediately available to this state on the date of transfer as provided in subsection D of this section. The rule shall be consistent with the cash management policies of the state treasurer.

D. A payment in monies that are immediately available shall be made by electronic funds transfer or any other means that is required by the department, that is approved by the state treasurer and that ensures the availability of the monies to this state on the date of payment.

E. A person who pays taxes as prescribed in subsection C of this section shall furnish to the department evidence as prescribed by the department that shows that payment was remitted on or before the prescribed payment date.

F. A person who fails to make a timely payment in monies that are immediately available is subject to penalties as prescribed in chapter 16 of this title.

28-5101. Third party authorization

A. The director may authorize third parties to perform certain title and registration, motor carrier licensing and

tax reporting, dealer licensing and driver license functions.

B. A person shall not engage in any business pursuant to this article unless the director authorizes the person to engage in the business.

C. The director may furnish necessary documents or license plates subject to this article.

D. Except as provided in subsection E of this section, an authorized third party shall submit to the department all statutorily prescribed fees and taxes it collects. In addition to the statutorily prescribed fees and taxes, an authorized third party may collect and retain a reasonable and commensurate fee for its services.

E. In addition to payment pursuant to section 28-374, the department shall reimburse the authorized third party as follows:

1. One dollar of each registration fee.
2. One dollar of each title fee.
3. An amount equal to two per cent of each vehicle license tax payment the authorized third party collects and submits to the department or four dollars for each registration year or part of a registration year, whichever is more. The reimbursement amount shall not exceed the amount of vehicle license tax collected.
4. Four dollars for each application that the third party processes and that relates to driver licenses, nonoperating identification licenses or permits.
5. An amount equal to two per cent of each overweight or excess size vehicle registration or permit fee the third party collects and submits to the department or one dollar for each overweight or excess size vehicle registration or permit processed, whichever is more.
6. One dollar for each motor vehicle record, excluding motor vehicle records released to commercial recipients, including insurers and their authorized agents as defined in section 28-450.
7. Five dollars for each tax report filing.

F. Each authorized third party that holds itself out as providing services to the general public shall post a sign in a conspicuous location in each facility of the authorized third party that contains the amount charged for each transaction performed by the authorized third party and the amount charged by the department for the same transaction.

Appendix F – Michigan Executive Orders

Include the 4 Executive Orders that Michigan used to create and accelerate that State's portal development.

